

2.2.1 Understanding of Requested Services

Demonstrate a clear and concise understanding of the Scope of Services being requested in this RFP

David Evans and Associates, Inc. (DEA) understands that firms assigned Price Agreements (PAs) from this solicitation will be responsible to deliver professional services for the Oregon Department of Transportation.

This would include all federally funded Local Public Agency (LPA) projects contained within the 2008-2011 Statewide Transportation Improvement Plan (STIP), with the potential to extend to include projects contained in the 2010-2013 STIP. These projects will be throughout all five of the ODOT Regions, including numerous counties and cities across the entire state.

Types of projects to be delivered with this PA include:

- ◆ Transportation Enhancement (ENHAN)
- ◆ Highway Bridge Replacement (HBRR)
- ◆ Congestion Management and Air Quality Improvement (CMAQ)
- ◆ Modernization
- ◆ Preservation
- ◆ Safety
- ◆ Operations
- ◆ Transit
- ◆ Rail Safety

Environmental compliance is a critical part of most projects. The DEA team can perform biological assessments, wetland delineations, endangered species studies, and cultural and historical studies and obtain all project permits. Our team has the capability to deliver Environmental Impact Statements (EIS), and Environmental Assessments (EA), and is intimately familiar with National Environmental Protection Act (NEPA) compliance activities. DEA is also recognized as the leader in Oregon in environmental compliance monitoring, which is important during the construction phase of a project.

DEA performed client satisfaction surveys at the completion of all project. ODOT project managers have told us that consultants must offer the following benefits to meet ODOT needs.

Cost-Effective Delivery: DEA has delivered nearly a thousand transportation contracts and, upon selection, will continue to deliver cost-effective, value-added quality service for all regions in the state.

Accountable Project Management: DEA's project teams will be accountable and deliver quality service on schedule and at or under budget.

Value-Added Knowledge/Experience: DEA's project team will use their knowledge of the federal aid delivery process to add value to projects, including innovative delivery approaches and the proven foresight to anticipate and avoid unnecessary missteps.

DEA has successfully delivered hundreds of Local Agency projects over the last 25 years in the State of Oregon. Through this experience, the DEA team has developed a comprehensive understanding of the suite of full-service activities associated with successful delivering the Preliminary Engineering and Construction Engineering project services. Figure 1 shows the typical range of services that are part of Preliminary Engineering and Construction Engineering:

Figure 1:

Category	
Preliminary Engineering	<ul style="list-style-type: none"> • Geotechnical Study • Hydrology/Hydraulic Study • Preliminary Design • Constructibility Review • Utility Coordination • ESA Compliance • Permitting • Survey • Historic • Archeological • Wetland Delineation and Mitigation • Bridge Load Rating • Railroad Coordination • Public Info./Involvement • Right-of-Way/Real Estate • Final PS&E • PS&E Quality Control • ODOT/LPA Review Response Tracking • Bidding Assistance
Construction Engineering	<ul style="list-style-type: none"> • Monitoring/Inspection • QCCS • Documentation • Surveying • Public Info./Involvement • Constructibility Reviews • Issue Resolution/Claim Avoidance • "As-Built" Drawings • Monumentation • Re-measures • Project Closeout

The key to our ability to add value to a project is our large number of former ODOT staff who know how

ODOT wants a projects delivered and know how to meet federal funding commitments.

Understanding the scope of services is the minimum to deliver the projects. We exceed these standards by focusing on our clients' needs of cost-effective delivery, accountable project management, and value-added knowledge and experience. Our Local Agency delivery approach is based on accomplishing the following:

Meet Local Agency Needs

- ♦ Use DEA's relationships, multi-office locations, and teaming partners to assist with coordination between DEA, Local Agency, and Local Agency liaison
- ♦ If desired, assist the LPA with project scoping based upon our experience and detailed discussions of the project need and justification
- ♦ Assist Local Agencies, as needed, with presentations to commissions, councils, etc.
- ♦ Use flexible project management skills to accommodate Local Agency's project involvement needs and desires
- ♦ Meet with LPA and Agency staff to achieve clear understanding of project scope prior to proposing to offer service

Effective Public Involvement

- ♦ Provide context-sensitive designs supported by the Agency and the public
- ♦ Tailor public involvement programs to fit the type of project, setting, and expectations of the LPAs
- ♦ Provide timely and concise communications to meet the needs and expectations of the public

Effectively Maintain Budgets

- ♦ Demonstrate constant awareness and sensitivity to Local Agency funding limitations
- ♦ Maximize innovation and cost-effective engineering design (during both design and construction)
- ♦ Develop accurate design documents and estimates to control construction costs
- ♦ Communicate scope and budget issues early

Adhere to Schedules

- ♦ Develop realistic PE schedules (ensure adequate time is allowed for site exploration, environmental compliance, utility and railroad coordination, permitting needs, right-of-way (ROW), etc.)
- ♦ **Meeting schedules for design services is one of the areas our project managers are measured on – DEA uses a Project Manager (PM) scorecard where we track the PMs performance; if a PM's scorecard falls below an acceptable level, Mike Reynolds (at no cost to the project) assists in managing the project to a successful completion.**

Secure Right-of-Way

- ♦ Follow all applicable regulations and policies
- ♦ Establish design footprint early to allow adequate time for acquisitions and easements (descriptions, negotiations, notices, etc.)
- ♦ Be sensitive to and foster good relations with property owners

Effective Environmental Processes

- ♦ Implement new National Oceanic and Atmospheric Administration (NOAA) Fisheries guidelines for water quality design and upcoming revisions to U.S. Army Corps of Engineers (COE) SLOPES
- ♦ Avoid or minimize impacts to sensitive areas
- ♦ Design and implement quality mitigation
- ♦ Develop and maintain good relationships with regulatory agency personnel
- ♦ Provide proactive regulatory agency coordination
- ♦ Manage project to successfully meet/exceed permit requirements
- ♦ Develop sustainable designs

Identify Construction Limitations

- ♦ Provide project construction schedules sensitive to environmental restrictions and requirements
- ♦ Monitor contractor activities to ensure compliance with all environmental permit requirements
- ♦ Design surface hydraulics, water quality, and erosion control measures that meet/exceed agency and project requirements
- ♦ Minimize impacts to the traveling public during construction
- ♦ Coordinate with utilities/railroad very early in preliminary engineering
- ♦ Proactively manage construction administration to resolve contract issues and avoid contractor claims
- ♦ Monitor construction management to deliver complete and accurate project quality and quantity documentation immediately after project completion
- ♦ Utilize partnering concepts throughout the process (including contractor, subcontractors, Local Agency, ODOT, DEA, FHWA, utilities, etc.)

DEA fully understands all projects must be compliant with their scope, schedule, quality, and budget expectations. **We have strategically partnered with local civil engineering and specialty subconsultant firms in every ODOT Region**, as discussed in Section 2.2.2. Our strategic partnering approach, coupled with DEA's culture of accountability and knowledge of the Federal Aid Delivery Process, will enable our team to successfully support ODOT in the delivery of the 2008-2011 and 2010-2013 STIP projects.

2.2.2 Proposer's Project Management

Describe your firm's management and organizational structure.

Management and Organizational Structure

The DEA team is founded on a proactive contract management structure led by our Contract Manager, Mike Reynolds, for this on-call contract. To aid in the delivery of our services, Mr. Reynolds will assign Work Order Project Managers (WOPMs) for each project based on proximity to project, expertise, availability, and specific project requirements. Our experienced WOPMs will provide day-to-day project management.

Technical resources for preliminary engineering and construction administration will be under the direction of the WOPMs (see the Team Organization Chart, Figure 2). This approach provides a single point of contact and facilitates immediate response to Local Agency and ODOT requests for services. With support from our Principal-in-Charge (PIC), Jay Lyman, Mr. Reynolds' 26 years of experience managing contracts and multidiscipline transportation projects in Oregon enables him to select the best WOPM and key technical resources for each project.

The services required by the range of Local Agency projects contained in the STIP are likely to be broad and diverse. Our pool of WOPMs offer the full range of multidiscipline project management experience to effectively mobilize diverse teams at the start of the project, and deliver the tailored services that will be required. Working with each WOPM, our Contract Manager will assemble the best team for the job. **Key staff that will lead construction services are also assigned during this period so that they can have appropriate input regarding constructibility, details, and specifications during Preliminary Engineering (PE).** This PE/Construction Engineering (CE) team approach aids in project delivery by maintaining project continuity, and placing the best person on the job for the particular phase of work.

The WOPM maintains an oversight role during CE, while the CE project manager takes care of the day-to-day management of all CE tasks. This facilitates excellent continuity between the PE and CE phase. Mr. Reynolds will perform check-ins with the Local Agency and ODOT throughout the project to ensure the DEA team is meeting the Local Agency's expectations.

Figure 2 shows all subconsultants and their proposed role on this on-call contract.

The foundation of DEA's culture is continuous improvement by aggressively managing projects to delivery superior service. We have dedicated a strong project management team to this on-call contract, including project managers with experience in highly visible, fast-track, critical infrastructure projects of the Local Agency nature. WOPMs will be responsible for all aspects of a project from initiation to closeout. They are also responsible for the quality of deliverables and for strict adherence to DEA's internal project management control system.

Describe Proposer's branch or satellite offices located within the State and the types of services these locations are capable to perform.

DEA has multidiscipline offices located in three of the five ODOT Regions: Portland – Region 1, Salem – Region 2, and Bend – Region 4.

Portland is a full-service office that has the capacity and capability to work on all types of projects. This full-service capability includes project management and oversight, planning, land surveying, engineering design, landscape design, environmental/permitting, light rail and heavy rail design and coordination, construction engineering/inspection, and construction contract administration services.

The Salem office is centrally located in the Willamette Valley and provides project management, bridge engineering, roadway design, surveying, construction engineering/inspection, and construction contract administration, and independent quality assurance.

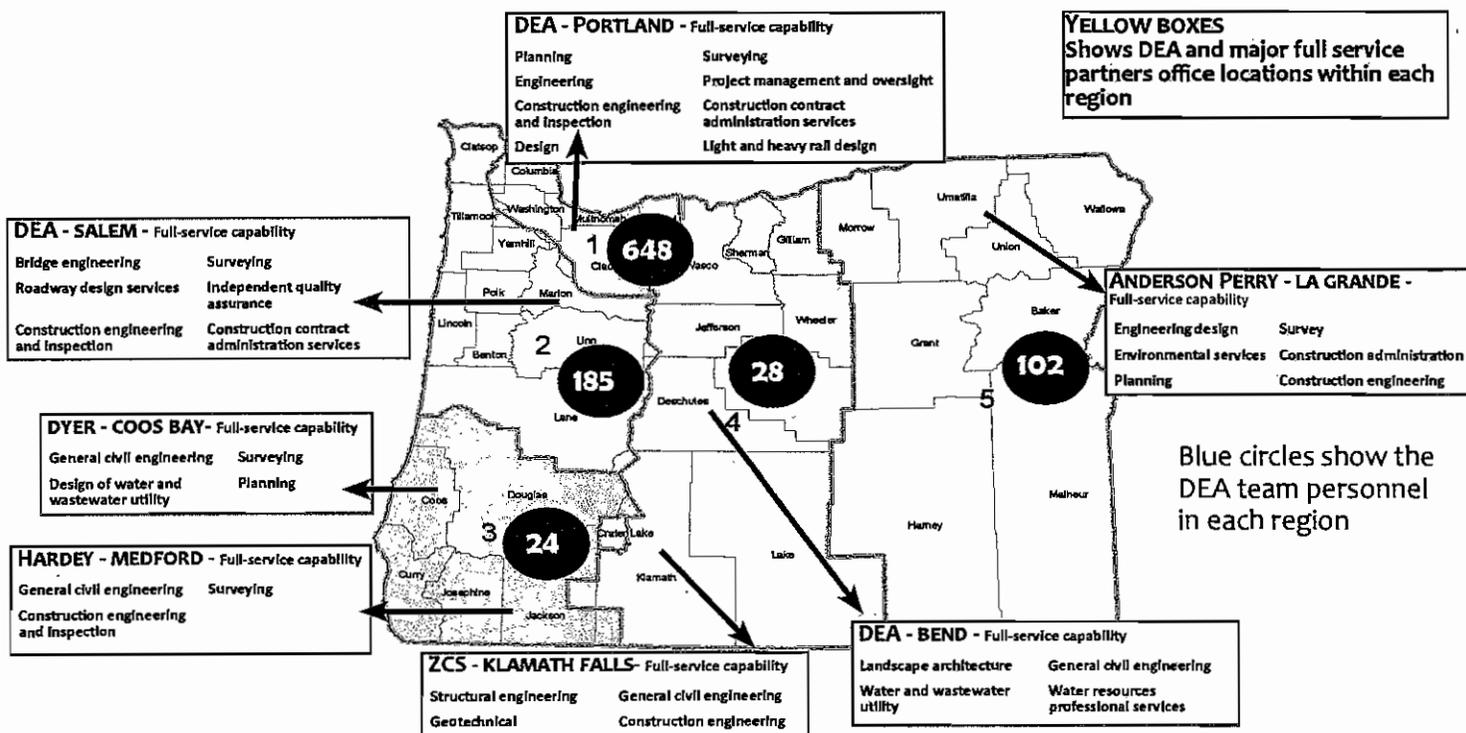
The Bend office is strategically located in Central Oregon and provides project management, civil engineering, landscape architecture, transportation planning, water/wastewater design, water resources professional and full CE services. **Our Oregon offices work together as one company to provide cost-effective professional services to local public agencies.**

Selection, Application, and Management of Subconsultants

The selection of subconsultants for a particular project starts with understanding our client's needs. DEA selects subconsultants for individual projects by assessing the following attributes:

- Office location in relation to the project
- M/W/ESB certification
- Previous experience with similar projects
- Previous experience with the owner agency
- Cost-effectiveness
- Current project workload and availability

Figure 3: TEAM OFFICES AND SERVICES PROVIDED IN EACH REGION



Once selected, subconsultants are utilized and managed as equal members of the DEA team. Subconsultants are seamlessly integrated into DEA's project management system and engaged through the appropriate communication medium (face-to-face, phone, email, written documents, fax), participation in team work sessions, and inclusion in all team correspondence. DEA's internal procedures and policies are utilized to ensure work quality and cost control extends to all subconsultants.

WOPMs identify and keep track of their needed resources on a biweekly basis and overall coordination meetings occur within each DEA office to monitor office workload. If any project requires an expedited schedule, the data on staff availability are immediately available to the PM. DEA performs the same coordination on a monthly basis to monitor firm-wide workload and make sure resources are available for all of our projects. DEA has had staff from our San Diego, Denver and Sacramento offices temporarily relocate to Oregon, at no additional cost to the project, to meet client deadline requirement. This then gives our staff, company wide, experienced with ODOT standards. As such, DEA's depth of resources enables us to expedite all elements of project schedules without sacrificing quality.

With firm-wide quality practices and expectations, all DEA employees are well versed in our quality requirements, and adding members does not sacrifice quality. Also, project elements can be expedited through the use of our proposed extensive list of subconsultants, with whom we work on a regular basis. As a result of our previous working relationships and their knowledge of DEA's procedures and quality expectations, subconsultants can be quickly and easily integrated into our team without sacrificing quality.

Approach to Adjusting Schedules when needed or Level of Effort in order to meet a schedule while keeping a project within a stated budget

In the rare event that a project schedule has been impacted by unforeseen developments or the client

"The DEA team on this project always responds in a timely manner to customer needs. They meet a tough schedules and accept additional work without hassle. Whenever a problem is encountered, DEA usually has a solution or an idea to accompany it. This is rare and greatly appreciated. The team that worked has exceptional business relations."

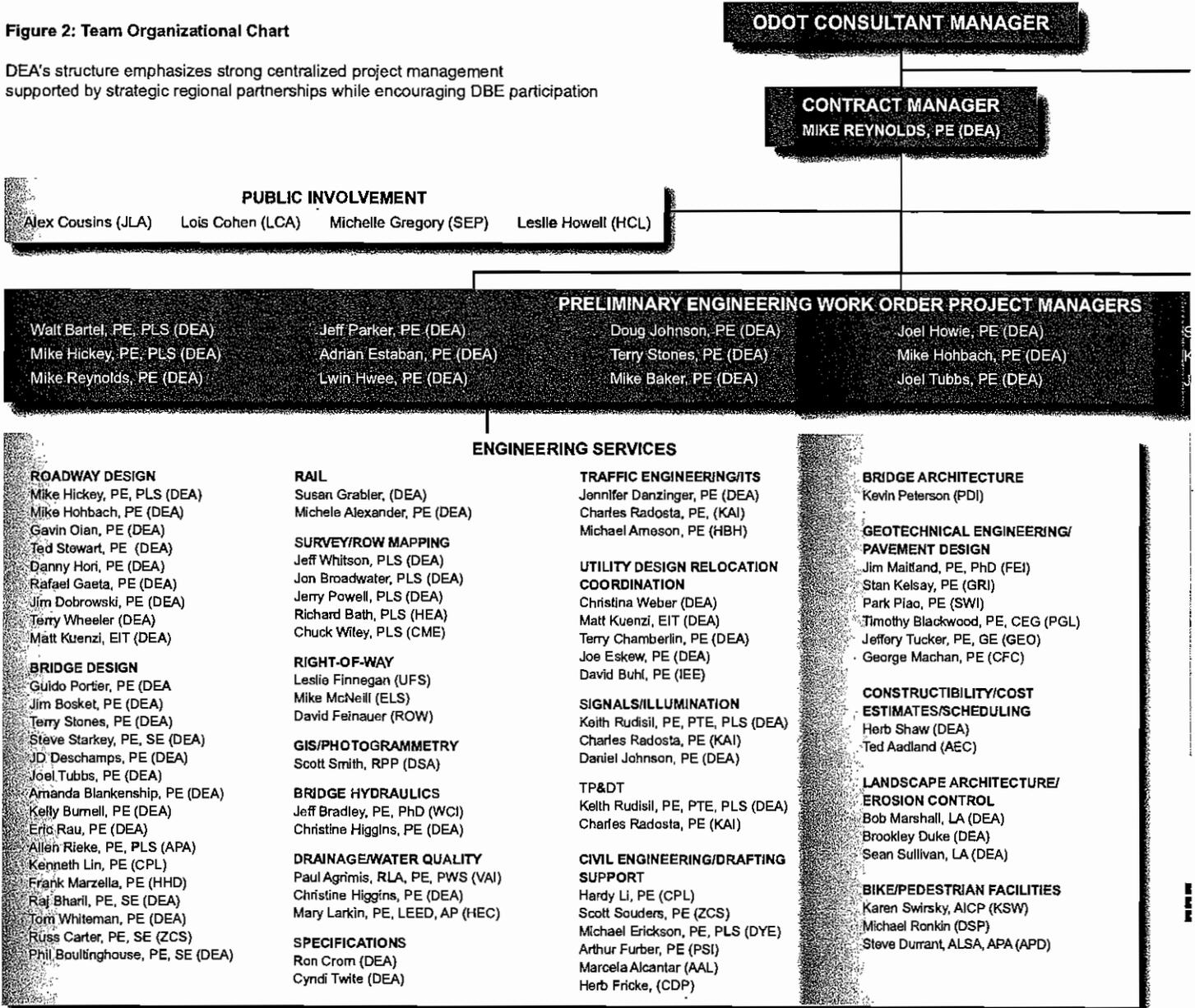
Stephanie Serpico, ODOT Region 4

Firm's Method of Coordinating and Expediting all Elements of Projects to Meet Delivery Schedules without Sacrificing Quality

DEA is committed to maintaining project schedules. As you will hear from our references, our record in meeting extremely tight schedules while maintaining high quality is exemplary. We effectively avoid schedule delays by making solid, timely decisions during project development through our proven technique of strategy work sessions with project stakeholders.

Figure 2: Team Organizational Chart

DEA's structure emphasizes strong centralized project management supported by strategic regional partnerships while encouraging DBE participation



Company	Discipline	City	Region	
AEC	Aadland Evans Constructors, Inc	Construction/Constructibility	Portland	Region 1
AAL *	Alcantar and Associates, LLC	Civil Engineering/Drafting Support	Portland	Region 1
APD	Alta Planning and Design	Bike and Pedestrian Design	Portland	Region 1
APA	Anderson Perry and Associates, Inc	Full Service	La Grande	Region 5
AIN	Archaeological Investigations NW, Inc.	Cultural Resources	Portland	Region 1
GDP	Cascade Design Professionals, Inc.	Civil Engineering/Drafting Support	Milwaukie	Region 1
CES *	Cascade Earth Sciences	Hazardous Materials	Albany	Region 2
CMT	CMTS	Construction Inspection	Portland	Region 1
CPL *	Convergent Pacific LLC	Civil Engineering and Drafting Support	Tigard	Region 1
CFC *	Comforth Consultants	Geotechnical Landslide Investigations	Portland	Region 1
CME *	Crane and Merseth Engineering/Surveying	Surveying	Milwaukie	Region 1
DSA	David C. Smith and Associates, Inc.	GIS/Photogrammetry	Portland	Region 1
DSP	Designing Streets for People LLC	Bike/Pedestrian Facilities	Salem	Region 3
DYE	Dyer Partnership Engineers & Planners, Inc.	Full Service	Coos Bay	Region 3
ECO	ECONorthwest	Socioeconomics	Portland, Eugene	Region 1/ 2

SUBCON

Company	Discipline	
EDE *	Emerio Design	Land Use
ESA *	Environmental Science & Assessment	Environment
ELS *	Epic Land Solutions, Inc.	Right of Way
FEI	Foundation Engineering Inc.	Geotech
GEO	Geodesign	Geotech
GRI	Geotechnical Resources, Inc.	Geotech
GCO *	Good Company	Sustainability
HBH	HBH Consulting Engineers	Traffic
HHD	Hardesty Hanover	Movability
HEA	Hardey Engineering & Associates, Inc.	Full Service
HRA *	Heritage Research Associates	Cultural Resources
HEC	Herrera Environmental Consultants, Inc.	NEPA
HCL *	Howell Consulting LLC	Public Involvement
IEE	I.E Engineering	Utility Inspection
JLA *	JLA Public Involvement, Inc.	Public Involvement

PRINCIPAL-IN-CHARGE
JAY LYMAN, PE (DEA)

SENIOR REVIEW - QAVQC

Walt Bartel, PE, PLS (DEA) Ken Stoneman, PE, PLS (DEA) Terry Stones, PE (DEA)
 Steve Starkov, PE, SE (DEA) Allen Rieck, PE, PLS (APA) Terry Wheeler, (DEA)

St. Emmens, PE (DEA) Howard Perry, PE, PLS (APA)
 Bracy, PMP (DEA) Scott Dreher, PE (DEA)
 Dobrowski, PE (DEA) Scott Richman, AICP

CONSTRUCTION ENGINEERING MANAGERS
Ken Stoneman, PE, PLS (DEA)

Herb Shaw (DEA) Shon Heern, PE (DEA) Dave Davies (DEA)
 Brett Schneider, PE (AEC) Jorge Villavicencio, PE (DEA) Bill Creger, PE (DEA)

ENVIRONMENTAL SERVICES

AIR
 Neil Fernando, PE (EDE) NOISE
 Kristina Gifford (HEC) Michael Minor (MMA)
CULTURAL RESOURCES AIR
 Kathryn Toepel, PhD (HRA) Michael Minor (MMA)
 John Fagan (AIN)
HAZARDOUS MATERIALS
 Ryan Tobias, PE (CES) Gillian Zacharias, AICP (DEA)
 George Frielag, CEG (GRI) Terry Moore (ECO)
 Peter Dowse (HEC)
SUSTAINABILITY/CS
 Josh Proudfoot (GCO)
WETLANDS
 Ethan Rosenthal (DEA)
 Kim Elliott (SWI)

CONSTRUCTION SERVICES

INSPECTION
 Jim Bosker, PE (DEA)
 Scott Mercer, PE (DEA)
 Raul Hogan (DEA)
 Jorge Villavicencio, PE (DEA)
 Gary Fleming, PE (DEA)
 Paul Meyers, PLS (DEA)
 Jeff Ganas (DEA)
 Richard Pranger (CMT)
 Ben Beseda, PE, PLS (TEC)
 Larry E. Carson, PLS (HEA)
 Lewis Friend (ZCS)
 Gary Limbaugh (APA)
ENVIRONMENTAL COMPLIANCE
 Dana Siegfried (DEA)
 Loren Stucker (DEA)
 Kristine Marshall (DEA)
CONSTRUCTION QUALITY COMPLIANCE
 Cyndi Twite (DEA)
 Jim Deatherage (DEA)
CONSTRUCTION DOCUMENTATION
 Carol Loewen (DEA)
 Connie Tangen (DEA)
SCHEDULING
 Brett Schneider, PE (AEC)
 Herb Shaw (DEA)
 Matt Kuenzi, EIT (DEA)
CONSTRUCTION SURVEY
 Jeff Whitson, PLS (DEA)
 Jon Broadwater, PLS (DEA)
DISPUTE REVIEW/RESOLUTION
 Ken Stoneman, PE, PLS (DEA)
 Ted Aadland (AEC)
SHOP DRAWINGS
 Project Engineers (DEA)

Strategic Partners



SUBCONSULTANTS

Discipline	City	Region
Permitting	Beaverton	Region 1
Environmental Studies	Portland	Region 1
Visual	Portland	Region 1
Acoustic	Corvallis	Region 2
Architectural	Vancouver	Washington
Acoustic	Beaverton	Region 1
Geotechnical/CS	Eugene	Region 2
Engineering/Survey	Sherwood, Medford	Region 1/3
Geotechnical	Lacey	Washington
Geotechnical	Medford	Region 3
Geotechnical	Eugene	Region 3
Geotechnical	Portland	Region 1
Permitting/NEPA	Portland	Region 1
Permitting/Relocation/Coord./	Roseburg	Region 3
Permitting	Portland	Region 1

Company	Discipline	City	Region
KSW Karen Swirsky	Bike/Pedestrian Facilities	Bend	Region 4
KAI Kittleston and Assoc., Inc.	Traffic Engineering	Portland	Region 1
LCA * Lois D. Cohen Associates	Public Involvement	Portland	Region 1
MMA * Michael Minor and Assoc., Inc.	Noise and Air	Portland	Region 1
PGL * Pacific Geotechnical, LLC	Geotechnical	Oregon City	Region 1
PSI * Pavement Services, Inc.	Civil Engineering/Drafting/Support	Portland	Region 1
PDI Peterson Design	Bridge Architecture	Friday Harbor	Washington
SWI Shannon & Wilson, Inc.	Geotechnical	Lake Oswego	Region 1
SEP * Soapbox Enterprises	Public Involvement	Corbett	Region 1
TEC Tenneson Engineering Corporation	Construction Inspection	The Dalles	Region 4
UFS Universal Field Services, Inc.	Right-of-Way	Salem	Region 2
VAI * Vigil-Agrimis, Inc.	Drainage/Water Quality	Portland	Region 1
WCI WEST Consultants, Inc.	Bridge Hydraulics	Salem	Region 2
ZCS Zbinden-Crater-Souders Engineering	Full Service	Klamath Falls	Region 4

* Identifies DBE and MWESB subconsultants

requests that the project schedule be expedited, we will execute a rapid partnering approach that includes:

- ♦ Meeting with the Local Agency project manager and/or the ODOT Local Agency liaison
- ♦ Identifying the schedule impediment and quantifying the impact to the schedule
- ♦ If applicable, reviewing potential impacts to in-water work windows or other schedule impacts
- ♦ Identifying other areas of the project for potential schedule acceleration
- ♦ As noted in the previous section we would bring in additional teaming partners or DEA staff from other offices, that are familiar with ODOT standards, to expedite the required work and maintain the budget

Our approach to expand project staff capacity to meet changing project workload and schedule requirements includes:

- ♦ Understanding the requirements needed to meet the schedule
- ♦ Utilizing staff from other DEA offices
- ♦ Outsourcing work to qualified subconsultants

One of the most effective ways of keeping a project within budget is to avoid “scope creep,” and our projects managers are very experienced and effective at this. “Scope creep” is not acceptable to DEA nor is it acceptable to ODOT or the Local Agency. DEA has implemented a new approach in 2009 that “**NO SCOPE CREEP**” is allowed. PM’s are accountable to bring projects in on budget without exception. This is so important to us that it will be enforced by the Regional Segment Manager and Regional Business Manager.

At times, strategically adjusting the level of effort is necessary in order to keep a project within the established budget. DEA’s approach includes working with the Local Agency and the ODOT liaison to modify approaches to current task execution, including reassigning tasks in order to create task under-runs and maintain budget. We have also negotiated contingency tasks for items that the Local Agency might be interested in self performing as part of the team. If the Local Agency performs these tasks the contingency item is not utilized and our fee comes in under budget. A critical aspect of maintaining established project budgets is maintaining and updating the construction cost-estimate during design. We use our in-house construction staff and former contractors to develop an initial reasonable “baseline” construction cost estimate and link all design decisions to baseline construction cost estimate impacts. This enables us to immediately flag cost escalation, control any decisions that raise construction costs, and identify opportunities to lower costs.

Quality Control Procedures and Policies

Several years ago, DEA implemented a firm-wide quality management program for both preliminary engineering and construction engineering processes. DEA’s commitment is demonstrated by our formation of a QA/QC committee to incorporate lessons learned. We also created the position of Quality Manager, who is responsible for making sure that all the QA/QC checklists are complete. DEA’s quality program is based on sound judgment, disciplined project management, comprehensive training, use of senior staff for quality reviews, and a **commitment to controlling costs and delivering a quality product that exceeds our client’s expectations**. For each project, our team will implement a formal quality management process as follows:

PE Quality Control Procedures and Policies Summary

At the onset of each project, we will collaborate early with the Local Agency and ODOT staff to thoroughly define the scope of services. Once a contract is signed, a project-specific Quality Control Plan will be developed based on our extensive experience with quality control plans developed for similar projects. The plan will ensure that quality assurance procedures are followed in every step of project development and delivery. Our plan is based on the following policies, which have been developed from experience of delivering Local Agency projects.

- ♦ Set aside budget for quality assurance and quality control tasks and reviews
- ♦ Hold strategy work sessions, especially at the TS&L and preliminary design stages to discuss issues, needs, and concerns, and appropriate solutions
- ♦ **Don’t waste the agency’s time.** Prior to Local Agency and ODOT review at any level, conduct independent in-house reviews of all submittals

The quality plan will include:

- ♦ Communication of required quality procedures to project team
- ♦ A definition of quality to ensure each team member has a common understanding of expectations and establishment of clear responsibility and accountability for quality processes
- ♦ Use of currently accepted standards and design criteria
- ♦ Review of checklists – These checklists have been specially designed for each discipline involved and help to ensure that all design elements are checked at every milestone (including 30% TS&L, 60% In-Progress, 90% Advance PS&E, Final PS&E, and Bid Ready Documents); back checks are completed to ensure review changes were made correctly

- ♦ Peer reviews – An experienced person from each discipline checks the calculations, reports, and drawings produced by that discipline; this provides a crosscheck that all quality standards have been met and all key issues are clearly addressed in the most innovative/cost-effective manner possible
- ♦ Interdisciplinary review – A detailed review to ensure consistency and compatibility between disciplines
- ♦ Constructibility reviews – A CE project manager will conduct independent fatal flaw analyses and check the basic concepts on which the project is based

CA/CE and Inspection Quality Control Procedures and Policies Summary

DEA's highly qualified CE staff is composed of 20 employees who are highly experienced in the ODOT and Local Agency transportation construction field. This includes extensive, successfully demonstrated experience in the inspection and documentation of QA/QC.

The basis of our QA/QC procedures and policies are derived from the ODOT CE and Inspection QA/QC Program, which is outlined and described in the ODOT Construction Manual, Manual of Field Test Procedures (MFTP), Non-Field-Tested Materials Acceptance Guide (NTMAG), and Inspector's Manual. These manuals spell out the procedures and documents to be used, including the documentation/forms requirements, frequency of testing requirements, material supplier certification requirements, and the roles and responsibilities of the various parties participating in QA/QC activities on a project.

All DEA construction staff is experienced and familiar with these QA/QC procedures and policies through extensive practice and use on ODOT and Local Agency projects. Our staff works proactively with Local Agency and ODOT staff to promptly resolve all issues and ensure that all federal aid construction project administration procedures are met. In addition, all DEA field staff including our project managers are fully ODOT certified.

DEA has implemented several additional internal QA/QC procedures and policies as a check to ensure those program details are followed. **A unique DEA process utilized on all projects is the development of a "Quality and Quantity Checklist" that addresses each bid item on a project.** This "Q & Q Checklist" identifies the testing, inspections, certifications, and frequencies of these items required for each bid item.

This checklist is then reviewed with the ODOT Region Assurance Specialist before to the beginning of the contractor's work. This checklist has proven to be an effective tool for our inspectors, office staff, and QCCSs,

as well as for the contractor, subcontractors and supplier QC staffs.

DEA's internal procedures also include various independent checks by staff to ensure inspection, testing, and documentation requirements are performed and maintained in a complete and timely manner, as well as checked for accuracy.

2.2.3 General Qualifications

Describe your firm's qualifications and proficiencies to complete the requested Services.

DEA is a full-service engineering firm founded and headquartered in Portland, Oregon, since 1976. DEA's staff numbers more than 800 and includes professional engineers, surveyors, planners, environmental scientists, transportation specialists, railroad design and operation specialists, and construction managers. DEA has successfully completed ODOT Local Agency projects for nearly 25 years, in all regions of Oregon. These projects have involved all types of services required for Local Agency projects. We are very proud of having provided high-quality design services on over 200 projects in the last five years within the State of Oregon.

Our construction engineering services are based out of our Salem office, where we have a highly recognized group of 20 personnel, 15 part-and full-time inspectors, and 4 contract administration specialist.

List projects and contract services performed within the last 3 years by type and location, most comparable to the requested Services.

Figure 4 on the following pages provides a partial list of projects and services by type and location performed within the last three years. The extensive list of projects demonstrates our capabilities and breadth of knowledge to handle any type of Local Agency project, no matter how large or small.

For a total of three of the most recent projects or contracts listed, include a brief description of project type, size, location, duration, and objectives.

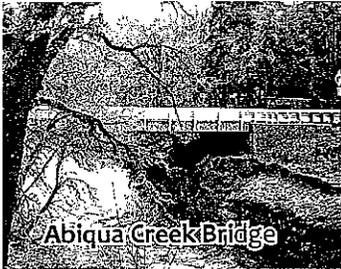
On pages 12 and 13 are DEA's most recent projects. We have included a brief description of project type, size, location, duration and objectives, chronological time line describing the tasks performed to fulfill the project objectives, and the actual project budget. The first project is our most recent bridge replacement project for which final PS&E has occurred in Region 2. The other two projects are our most recent projects for which construction has been completed in Region 1.

Figure 4:

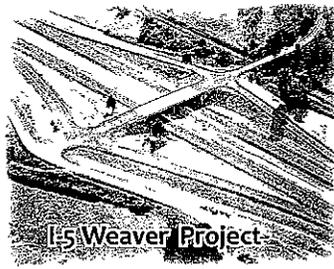
Projects and Contract Services Performed within the Last 3 Years by Type and Location				
Project	Client	Services Performed	Reg.	Contract Type
170th Street to 173rd. Ave. Baseline	Washington County	Survey, Roadway Design, Structures, Environmental, Public Involvement, Geotechnical, Traffic	I	Full
223rd. Ave. RR Undercrossing	Multnomah County	Roadway and Bridge Design, Environmental, CE	I	Full
Beaver Cr. Bridges	ODOT, Columbia County	Roadway and Bridge Design, Environmental, CE	I	Full
Beaverton Powerline Trail (Merlo)	Tualatin Hills Park & Recreation	Survey, Roadway Design, Environmental, Land Use, CE	I	Full
BNSF Intermodal Hub Portland	Burlington Northern Railroad (BNSF)	Roadway Design, Survey, CE	I	Full
Brookwood Ave. TV to E. Main	Washington County	Survey, Roadway Design, Structures, Environmental, Public Involvement, Geotechnical, Traffic	I	Full
Forest Grove Town Center Pedestrian Improvements	City of Forest Grove	Survey, Streetscape Design, Environmental, Right-of-Way, Traffic, CE	I	Full
Gladstone Street Paving	City of Gladstone	Survey, Roadway Design, CE	I	Full
Hall Blvd.: Allen Blvd. — Hart Road	City of Beaverton	Roadway Design	I	Full
Happy Valley Street Maintenance	City of Happy Valley	Survey, Roadway Design, CE	I	Full
I-84: Bridal Veil Cr. — McCord Cr. Electrical	City of Cascade Locks	Survey, Utility Design, Environmental, Land Use, CE, Railroad Coordination	I	Full
Interstate 5 to Hwy 99W Connection	Washington County	Concept Roadway Design, Environmental, Public Involvement	I	Full
Johnson Cr. & Borland	Clackamas County	Bridge and Roadway Design, Environmental, Right-of-Way, CE Services	I	Full
Mollala River (Freyer Park Rd.) CE	Clackamas County	Bridge and Roadway Design, Environmental, Right-of-Way, CE Services	I	Full
Oneonta Gorge Tunnel Rehabilitation	ODOT	Structure Design, Environmental	I	Full
OR99E: Dunes - 10th (Oregon City)	ODOT, City of Oregon City	Survey, Roadway and Structure Design, Environmental, Traffic, CE	I	Full
OR99E: Kellogg Cr. — SE Harrison	ODOT, City of Milwaukie	Survey, Roadway Design, Traffic, Environmental, Right-of-Way, Land Use, CE	I	Full
Rock Creek Trail	City of Hillsboro	Survey, Concept Roadway & Bridge Design, Environmental, Right-of-Way, , Hydraulic	I	Full
Royce and McNary Street Paving	City of Lake Oswego	Survey, Roadway Design, CE	I	Full
Sauvie Island Bridge Replacement	Multnomah County	Survey, Roadway and Bridge Design, Environmental, Traffic, Geotechnical, Construction Support	I	Full
ODOT Rail Scoping Services	ODOT Rail Division	Project Scoping	I&2	Scoping
South Corridor Light Rail Transit Line, I-205 Segment	TriMet	Transit and Bridge & Structure Design	I	Specialty
Tualatin Bike and Pedestrian Bridge	City of Tualatin	Roadway and Bridge Design, Environmental, CE	I	Full
Track Crane Pad Pavement Rehab	Burlington Northern Railroad	Roadway Design, Survey, CE	I	Full
Tualatin River (Stafford Rd.) Bridge	Clackamas County	Roadway and Bridge Design, Environmental, CE	I	Full
US 30: Yeon St. Preservation	ODOT	Roadway Design, Environmental, Traffic, CE	I	Full



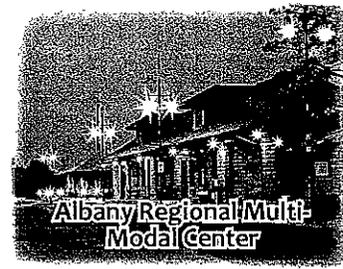
Project	Client	Services Performed	Reg.	Contract Type
38th St. (Franklin Ave.) Bridge Replacement	City of Astoria	Roadway and Bridge Design, Environmental, CE, Traffic, Public Involvement	2	Full
Abiqua Creek Bridge Replacement	Marion County	Roadway and Bridge Design, Environmental, CE	2	Full
Albany Regional Multi-modal Center	City of Albany	Roadway Design, Traffic, Structural, Landscape, CE	2	Full
I-5 McKenzie River to Goshen Grade Design-Build Project	ODOT	Roadway and Bridge Design, Environmental, Traffic, CE	2	Full Design-Build
I-5 Weaver Bundle 306 Project	Hamilton Construction Company	Roadway and Bridge Design, Environmental, Traffic, CE	2	Full — Design-Build
Jefferson — Marion Rd. Bridge	Marion County	Roadway and Bridge Design, Environmental, CE	2	Full
McKenzie Hwy Bridge Replacement	Federal Highway Administration	Roadway and Bridge Design, CE Support	2	Full
Mill Cr. (Cottage) Sour Protection	City of Salem	Bridge Scour Protection Design, Environmental, CE, Mitigation Design	2	Full
OR51: Stryker Road — Polk Street	City of Independence	Roadway Design, Landscaping, Utility Design, Right-of-Way, Traffic, CE	2	Full
Quartzville Drive Bridges	Linn County Road Department	Bridge, Retrofit Design, CE	2	Bridge
SW 53 rd. St. Railroad Xing	Benton County	Bridge Design	2	Bridge
Thomas Creek (Scio) Bridge/Scio	Linn County Road Department	Roadway, Bridge, Traffic, CE	2	Full
W. Fork Mary's River Bridge	ODOT, Benton County	Roadway and Bridge Design, Environmental, CE	2	Full



Abiqua Creek Bridge

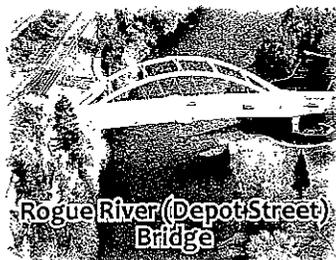


I-5 Weaver Project

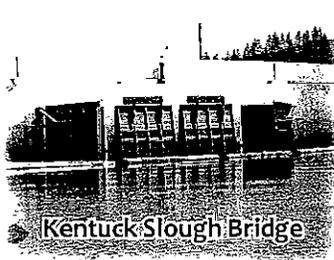


Albany Regional Multi-Modal Center

Project	Client	Services Performed	Reg.	Contract Type
ARRA Central Blvd.: OR42 - 10th St. Sidewalk Paving & Signs (Coquille)	ODOT	Project Management, Roadway Design, Environmental, CE	3	Full
Ashland Street Paving Project	ODOT	Survey, Roadway Design, Environmental, CE	3	Full
Beaver Slough (Leneve) Bridge	Coos County	Roadway and Bridge Design, Environmental, CE	3	Full
Burma Slide EA	Federal Highway Administration	Environmental, Roadway Design	3	Full
Cedar Ave. to Central Ave. N. 10 St.	City of Coos Bay	Roadway Design, CE	3	Full
Cooper and Gravelford Bridges	Coos County	Roadway and Bridge Design, Environmental, CE	3	Full
Evans Creek Bridges	Jackson County	Roadway and Bridge Design, Environmental, CE	3	Full
Kentuck Slough Bridge	Coos County	Roadway and Bridge Design, Environmental, CE	3	Full
OR 42 County Line Curves EA	ODOT	Roadway & Bridge Concept Design, Environmental	3	Full
Stringtown Bridge	Coos County	Roadway and Bridge Design, Environmental, CE	3	Full
Rogue River (Depot Street) Bridge Replacement	Jackson County	Roadway and Bridge Design, Environmental, CE	3	Full
Sherman Newmark City Limit	Stuntzner Engineering	Roadway Design, CE	3	Full
Transpacific Parkway Realignment	Stuntzner Engineering	Roadway Design, CE	3	Full



Rogue River (Depot Street) Bridge



Kentuck Slough Bridge



Stringtown Bridge

Project	Client	Services Performed	Reg.	Contract Type
ARRA Crook City Smith Rock Way	ODOT	Roadway Design, CE	4	Full
Belmont St. and Cooper Spur Rd. Paving	Hood River County	Survey, Roadway Design, CE	4	Full
CE-City of Bend Various St. Paving	ODOT	Roadway Design, CE	4	Full
Crystal Springs Rd. Bridge	ODOT, Klamath County	Roadway and Bridge Design, Environmental, CE	4	Full
I-84 Columbia River Gorge Corridor - Bundle 207	Oregon Bridge Delivery Partners	Roadway and Bridge Design, Environmental, Traffic	4	Full
Lone Pine Rd. and Smith Rock Way	ODOT, Crook County	Roadway Design, CE	4	Full
Odell Bike and Pedestrian, Improvements	Hood River County	Survey, Roadway Design	4	Full
Riggs Road Bridges	Crook County	Roadway and Bridge Design, CE	4	Full
US 97 Lava Butte N Extension	ODOT	Grading, Structures, Paving, Signing	4	Full



I-84 Columbia River Gorge Corridor



US 97 Lava Butte N Extension

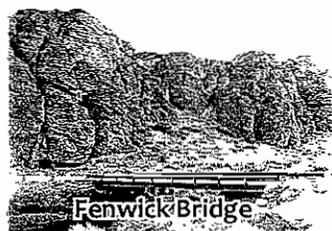


Crystal Springs Rd. Bridge

Project	Client	Services Performed	Reg.	Contract Type
North Fork Owyhee River (Fenwick) Bridge	Malheur County	Bridge, Design, Survey, Environmental, CE	5	Full
Barnhart Road - Airport Road - Connector (New Road)	City of Pendleton	Roadway, Design, Survey, Environmental, CE	5	Full
N Oregon St. Idaho Ave. - NW 1st	City of Ontario	Roadway, Design, Survey, Environmental, CE	5	Full
Pine Creek (Johnson Road) Bridge	Umatilla County	Bridge, Design, Survey, Environmental, CE	5	Full
Wildcat Creek (Wallupa Road) Bridge	Wallowa County	Bridge, Design, Survey, Environmental, CE	5	Full
Donner and Blitzen (Narrows-Princeton Road) Bridge	Harney County	Bridge, Design, Survey, Environmental, CE	5	Full
Imnaha River (Lower Imnaha Road) Bridge	Wallowa County	Bridge, Design, Survey, Environmental, CE	5	Full
Egan Ave.: Monroe St. - E St. Sidewalk/Bike Lanes	City of Burns	Roadway, Design, Survey, Environmental, CE	5	Full
OR82 Riddle Road - Imbler Section	ODOT	Roadway, Design, Survey, Environmental, CE	5	Full
Willow Creek Site Access Bridge	Port of Arlington	Bridge, Design, Survey, Environmental, CE	5	Full
Silver Creek Slough (Silver Creek Road) Bridge	Harney County	Bridge, Design, Survey, Environmental, CE	5	Full
Willow Springs Creek (Harper-Westfall Road) Bridge	Malheur County	Bridge, Design, Survey, Environmental, CE	5	Full
Imnaha River (Morgan) Bridge	Wallowa County	Bridge, Design, Survey, Environmental, CE	5	Full
Thielson St. and Gerone St. Bike Lane and Pedestrian Path	City of Echo	Roadway, Design, Survey, Environmental, CE	5	Full



Barnhart Road - Airport Road



Fenwick Bridge



N Oregon St. Idaho Ave.

Project 1: 38th Street (Franklin Ave.) Bridge Replacement, City of Astoria

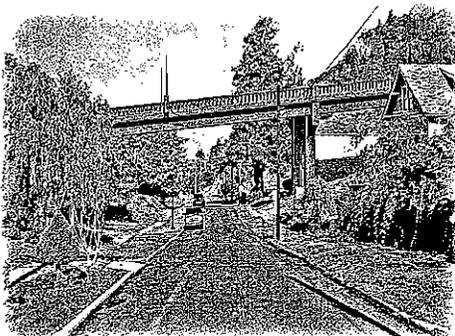
Brief Description: DEA was retained to provide project management, bridge, roadway, and traffic design, and environmental services. We managed specialty subconsultant teaming partners for public involvement, geotechnical engineering, and hazardous materials investigation. The Franklin Avenue (38th Street) bridge is located in Astoria, Oregon. Franklin Avenue crosses over 38th Street in the Adair-Uppertown Historic Inventory Area and is the sole means of access to approximately 40 homes. The neighborhood has a great deal of character and history and is located in a slide-prone area. Several locally designated historic residences are adjacent to the bridge.

The design team monitored slide movement magnitude and direction. The objective of the project was to design a bridge that fit within the historic nature of the site and could accommodate the projected earth movements from the slide. The bridge incorporated aesthetic features, which were developed in collaboration with public input gathered from public meetings and a project-specific website. DEA developed photo simulations of the new project. The schedule below shows the tasks and the chronological timeline for the project. Actual Project Construction Budget: \$2,897,000.

38th Street (Franklin Ave.) Bridge Replacement		Feb-08	Apr-08	Jun-08	Aug-08	Oct-08	Dec-08	Feb-09	Apr-09	Jun-09	Oct-09
Task											
Task 1.	Project management of consultant's efforts										
Task 2.	Environmental compliance/permitting documentation and completion of Wetland Determination, Biological No Effects Technical Memorandum, Archaeological Phase I, Survey, and Modified Level I Corridor Study										
Task 3.	Utility identification, contact, and coordination										
Task 4.	Perform field surveys and develop Project base mapping and DTM										
Task 5.	Geotechnical foundation investigation and report										
Task 6.	Right-of-way mapping and legal descriptions										
Task 7.	Apply for and obtain applicable local permits										
Task 8.	Public Involvement and website development/maintenance										
Task 9.	Concept design (30%) consisting of illumination on bridge, erosion control plans, landscape plans, TP&DT and staged construction plans, roadway approach design and drawings, drainage design and plans, bridge design and drawings, and TS&L Report										
Task 10.	Preliminary design (60%) progress submittal										
Task 11.	Advance (90%) PS&E submittal										
Task 12.	Final (100%) PS&E submittal										

Project 2: OR 99E I-205 Railroad Avenue (99E Dunes Dr.-10th St.), Oregon City

Brief Description: DEA provided full design and construction engineering services on this project on Highway 99E in Oregon City. The project provided full-width street improvements between 10th and 15th streets and half street improvements on the eastside of SE McLoughlin Boulevard. between 15th Street and the I-205 northbound on-ramps, as well as eastside pedestrian improvements from the I-205 northbound on-ramps to the southbound on-ramp. The overall project length was 0.8 miles. The project was implemented within a Special Transportation Area (STA). Design guidelines included 7-foot-wide or greater sidewalks, raised/landscaped median, street trees, lighting, and additional pedestrian crossings, and a 15-foot-wide multi-use path on the west side of SE McLoughlin Boulevard that connects to Clackamette Park.



Rendering of 38th Street (Franklin Ave.) Bridge



OR 99E I-205 Railroad Avenue (99E Dunes Dr.-10th St.)



Forest Grove Town Center Pedestrian Improvements

The project also extended 12th Street to connect Main Street to SE McLoughlin Boulevard and installed a new traffic signal at the intersection. The objective of the project was to provide general improvements including drainage, structures, paving, signing, illumination, and signals, and cultural roadside development of a new Willamette River overlook promenade and incorporation of artwork were also a part of this project.

In addition to full design services, DEA provided full construction project management. The certified on-site inspectors monitored construction activities to ensure compliance to project plans and specifications. They measured and calculated appropriate pay quantities and completed all required reporting. QA/QC monitoring was performed by our ODOT-certified QCCS. Project records were compiled and evaluated, verifying that the quality of materials incorporated was documented by manufacturer's certifications or physical testing in accordance with ODOT standards and federal requirements. **ODOT audits have confirmed timely and complete documentation records.**

The biggest challenge for constructing the project was the high traffic volume and limited width of the highway in this section. Reconstruction of SE McLoughlin Boulevard had to be done in two-to-three block sections on weekends to avoid lane closures during peak traffic times. Actual Project Construction Budget: \$8.2 million.

OR 99E I-205 Railroad Avenue (99E Dunes Dr - 10th St.)		Apr-06	Jun-06	Aug-06	Oct-06	Dec-06	Feb-07	Apr-07	Jun-07	Aug-07	Oct-07	Dec-07	Jan-08
Task													
Task 1.	Project management of consultant's efforts	[Solid black bar]											
Task 2.	Environmental compliance/permitting documentation and completion of Water Quality Resource Area Report, Biological No Effects Technical Memorandum, Archaeological Phase I Survey, Level I Hazardous Material Assessment, and Type II Conditional Use Permit Application			[Solid black bar]									
Task 3.	Right-of-way mapping and legal descriptions				[Solid black bar]								
Task 4.	Right-of-way appraisals, negotiations, and acquisition				[Solid black bar]								
Task 5.	Utility identification, contact, and coordination	[Solid black bar]											
Task 6.	Perform field surveys and develop Project base mapping and DTM		[Solid black bar]										
Task 7.	Preliminary Traffic Analysis and Design				[Solid black bar]								
Task 8.	Geotechnical and Pavement Design			[Solid black bar]									
Task 9.	Public Involvement support	[Solid black bar]											
Task 10.	Concept design (30%) consisting of roadway, drainage, traffic control and staging, erosion control, roadside development, illumination, signal, and retaining wall plans	[Solid black bar]											
Task 11.	Preliminary design (70%) progress submittal				[Solid black bar]								
Task 12.	Advance (90%) PS&E submittal					[Solid black bar]							
Task 13.	Final (100%) PS&E submittal							[Solid black bar]					
Task 14.	Bid Assistance								[Solid black bar]				
Task 15.	Provide Construction Contract Administration and documentation									[Solid black bar]			
Task 16.	Perform Walk-Through with Agency and the City at completion of project on-site work												[Solid black square]
Task 17.	Provide certification of project completion												[Solid black square]
Task 18.	Complete and submit Record Drawings										[Solid black bar]		
Task 19.	Prepare and submit PM narrative for project construction										[Solid black bar]		
Task 20.	Submit required documentation to Agency and the City at completion of project										[Solid black bar]		

Project 3: Forest Grove Town Center Pedestrian Improvements, Forest Grove, Oregon

Brief Description: The City of Forest Grove is working toward enhancing the image of the city as an attractive destination for visitors and business locations. This town center improvement project is a key element in this process. The objective of this downtown multi-modal streetscape project included significant pedestrian improvements, such as new curbs and sidewalks, a decorative brick strip between the curb and sidewalk, ornamental street lighting, tree wells with decorative grates, and benches, as well as bicyclist amenities such as bike racks on the city blocks bounded by B Street to the west and Cedar Street to the east. The total length of this project was 1.3 miles.

Community and stakeholder involvement was integral to the success of this project, and DEA provided support to the city. DEA also coordinated closely with the downtown businesses during the construction phase to minimize impacts to these downtown businesses. This included limiting construction to after-business hours and providing temporary access at business entrances. The city was pleased with these efforts and received only positive feedback from business operators. Actual Project Construction Budget: \$1,196,501.

Forest Grove Town Center Pedestrian Improvements Task	Apr 06	May 06	Jun 06	Aug 06	Sept 06	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07	Mar 07	May 07	Jun 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Jun 08	Dec 08	Feb 09	Apr 09	May 09	Jun 09	Dec 09	
Task 1. Provide consultant project management and coordination	[Solid black bar]																									
Task 2. Schedule and conduct Project Team meetings	[Solid black bar]								[Solid black bar]		[Solid black bar]															
Task 3. Attend public meetings as requested by the City	[Solid black bar]																									
Task 4. Coordinate with other agencies including TriMet, CWS, SHPO, and others necessary to develop the project					[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]																		
Task 5. Prepare environmental "no effect" memorandum					[Solid black bar]																					
Task 6. Obtain Sensitive Area Certification from Clean Water Services	[Solid black bar]	[Solid black bar]	[Solid black bar]																							
Task 7. Perform field surveying, DTM, and base map					[Solid black bar]	[Solid black bar]																				
Task 8. Prepare legal descriptions and exhibit maps											[Solid black bar]															
Task 9. Perform Right-of-Way Services for up to 15 files	[Solid black bar]	[Solid black bar]																								
Task 10. Prepare a Level I Hazardous Materials Assessment			[Solid black bar]																							
Task 11. Prepare historic and archaeological surveys																				[Solid black bar]						
Task 12. Prepare a NPDES 1200-C Permit Application																				[Solid black bar]						
Task 13. Prepare exhibits for public meetings, including City Council meetings and Open House meetings	[Solid black bar]							[Solid black bar]		[Solid black bar]																
Task 14. Prepare Preliminary design (60%) progress submittal				[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]																			
Task 15. Prepare Advance (90%) PS&E submittal								[Solid black bar]	[Solid black bar]	[Solid black bar]																
Task 16. Prepare Final (100%) PS&E submittal											[Solid black bar]															
Task 17. Provide Bid Assistance																							[Solid black bar]			
Task 18. Prepare a utility timing and status report							[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]																
Task 19. Provide Construction Contract Administration and documentation																								[Solid black bar]	[Solid black bar]	[Solid black bar]
Task 20. Provide certification of project completion																									[Solid black bar]	[Solid black bar]
Task 21. Complete and submit Record Drawings																									[Solid black bar]	[Solid black bar]
Task 22. Prepare and submit PM narrative for project construction																									[Solid black bar]	[Solid black bar]
Task 23. Submit required documentation to Agency and the City at completion of project																									[Solid black bar]	[Solid black bar]

Budget and Schedule of Projects and Services Performed in Last 3 Years

Project 1: 38th Street (Franklin Ave.) Bridge Replacement, City of Astoria

Budget: The original estimated budget for our design services was \$531,300, and the final amount is anticipated to be \$531,300 (bid assistance remains to be performed). **Schedule:** The original schedule had a project bid date of August 28, 2009. Plans, Specifications, and Estimate were delivered to meet this schedule. However, contracting delays associated with the heavy ARRA workload for ODOT have delayed the bid opening, which is now currently scheduled for January 2010.

Project 2: OR 99E I-205 Railroad Avenue, (99E Dunes Dr.-10th St.), Oregon City

Budget: The original estimated budget for our preliminary design services was \$1,055,665. Six amendments were processed during the preliminary engineering phase to add services related to additional traffic analysis and subsequent recommendations, public involvement, archaeological and environmental

phase II investigations, additional design exceptions, and modification of the plans due to an identified archaeological site. These amendments brought the preliminary engineering not-to-exceed total to \$1,655,500, also the final billing amount. The original construction engineering budget was \$1.2 million, and an amendment of \$140,000 is currently being added to design and to administer construction of the increase to the left-turn storage along Highway 99E to accommodate anticipated traffic as part of the closure of the adjacent arch bridge that will be seismically retrofitted. The project was substantially complete in November of 2009, and just under \$200,000 remains in the construction engineering budget.

Schedule: The original schedule had a project bid date of November 15, 2007. Amendments 1 through 4 extended the bid date to March of 2008 to accommodate the longer-than-anticipated public process and additional plan changes as noted in the budget section above. The construction engineering schedule was extended four months to accommodate additional pavement requested by ODOT and traffic signal changes, but only three months were required, and second notification is anticipated December 2009.

Project 3: Forest Grove Town Center Pedestrian Improvements, Forest Grove

Budget: The original estimated budget for our design services was \$583,979, which was reduced by \$21,926 with Amendment 1. As identified by available project funding and suggested through the public involvement process, Amendment 1 reduced the scope of the project to focus the design and project improvements to the city's downtown core. The final PE budget was \$100,452 less than the not-to-exceed amount. The CE budget (Amendment 2) is \$186,072, and the final amount met this still ongoing budget. Also, the project received ARRA stimulus funds and additional work consisting of PE, ROW, and CE with a budget of \$448,377 was added in Amendment 3. The stimulus budget has a second notification completion date of December 31, 2009, and over \$250,000 remains in the stimulus work amendment. **Schedule:** The original contract completion date for the PE phase was November 2007. The contract completion date was changed under Amendment 1 to March 31, 2009, to accommodate a change in scope and CE phase. The March 31 date did not account for the plant establishment period (one year after completion of the construction work), so the completion date was changed under Amendment 2 to May 31, 2010. When the ARRA work was added under Amendment 3, the date was changed to May 31, 2011. NTPs were issued by ODOT for all amendments.

2.2.4 PROPOSER'S CAPABILITIES

Demonstrate capability to complete the requested Services.

Founded in 1976, DEA is Oregon-based and is the largest civil engineering company headquartered in Portland, Oregon. Our capabilities have grown over the years to be a firm that can handle the full-service requirements of Local Agency projects with the addition of a few specialty subconsultants. Our long history of delivering projects for ODOT is evidenced by the fact that ODOT has been DEA Oregon's number one client for over fifteen years.

Our Local Agency on-call team of technical staff has the capability and capacity to provide the full range of services to local public agencies in all ODOT's five Regions. We have been providing the following services to Local Agencies on a wide variety of projects continuously through ODOT's on-call contracts and direct contracts for more than 25 years. Our services have included:

- ◆ Project management or oversight
- ◆ Planning

- ◆ Land surveying
- ◆ Environmental research/permitting
- ◆ Traffic engineering
- ◆ Engineering design
- ◆ Light rail and heavy rail design
- ◆ Construction engineering/inspection
- ◆ Construction contract administration service

The types of projects we have delivered for Local Agencies include:

- ◆ Intersection improvements
- ◆ Street paving
- ◆ Sidewalk upgrades
- ◆ Multi-use paths
- ◆ Bike lanes
- ◆ Utility relocation and undergrounding
- ◆ ATMS systems
- ◆ Traffic signal installations
- ◆ Street improvements
- ◆ Streetscapes with green street features
- ◆ Bridge replacement and rehabilitation

We have also been working directly with numerous cities and counties throughout Oregon for many years providing professional services as an extension of their staff. This blend of direct local experience and working with ODOT on nearly a thousand federal aid projects has enabled us to deliver timely, cost-effective services to local public agencies. These projects have met the needs of the community and the requirements required under Federal Aid projects so that the agency can maintain federal funding eligibility.

Three of DEA's 21 offices are located in Oregon: Portland, Salem and Bend (ODOT Regions 1, 2, and 4), with 263 of our nearly 800 staff (or 33%) living and working in Oregon. Figure 3, shown in Section 2.2.2, is a graphic representation of our team's capacity to staff and deliver projects assigned under the WOC.

"We also need to keep in perspective that the technical team (Connie Tangen and Dave Davies) for construction that we have working for us from David Evans and Associates have a good reputation of working with contractors and keeping construction costs low in management of inspection and the contract. Therefore, the total construction cost may be lower than provided by the bid".

Chuck Knoll, PE, Linn County Engineer

Our team's capability and capacity includes many subconsultant firms that provide specialized professional services. These services include public involvement, geotechnical exploration and pavement design, and environmental documentation (historic, archaeological, hazardous material, noise, and air quality). Many of these firms have demonstrated their ability to provide timely and cost-effective services through existing on-call contracts with ODOT. Our full-service team has the capability and capacity to handle all assigned WOCs. We monitor our team's capacity, capability, and client feedback so that we have the most complete and responsive team for each WOC. In addition, our team was chosen to have additional depth to allow us to quickly and efficiently meet our project commitments.

We can quickly accommodate all levels of work assigned under the Price Agreement by using staff most familiar with the Local Agency's need, type of project, previous experience, and work expertise required to complete the project. A WOPM with relevant experience will be assigned and work with the Local Agency and the Local Agency Liaison to gain a clear understanding of the type of work, deliverables, time lines, and level of effort needed to complete the project. The WOPM will use this understanding to develop a tailored work plan for the project and assemble a team with the appropriate level of expertise to complete the work.

The DEA team has the capacity and capability to deliver quality services in a timely and cost-effective manner without any limitations. If necessary, we will amend the Price Agreement to bring to a project whatever unique resource or expertise is needed to perform the work, regardless of the type of project or level of effort required. We will collaborate with the Local Agency representative and ODOT Local Agency Liaison prior to submitting any request to amend the Price Agreement.

An explanation describing how the Proposer can accommodate working on projects that may be located in various parts of Oregon.

DEA has major offices located in three of the five ODOT Regions: Portland – Region 1, Salem – Region 2, and Bend – Region 4. In addition, DEA has strategically partnered with several firms. These firms together with DEA, cover all of ODOT's five Regions and have offices in close proximity to Local Agencies and their sponsored projects. These firms, are **Anderson Perry and Associates** (Region 5, Union County), **Zbinden Carter Sounders Engineering** (Region 4, Klamath County), **Hardey Engineering and Associates** (Region 3, Jackson County), and **The Dyer Partnership Engineers and Planners** (Region 3, Coos County).

These local firms have the resources available to provide land use planning, surveying, local permitting, preliminary engineering, and construction engineering professional services. Their capabilities and depth are supplemented by our full list of subconsultants and DEA. To provide cost-effective services throughout the state, consulting firms with a local office will be used to provide services whenever possible. Utilizing firms located within the same community as a project to provide part of the services is good for the local economy and helps to manage project costs by reducing expenses. Our team is complimented by 44 subconsultant firms. They are experts in the professional services needed for this On-Call and together can perform work in all of ODOT's five regions.

Our team has delivered projects in all regions of Oregon, and we have learned that communication is key. To help facilitate communication with offices spread around the state, we will use Microsoft Live Meeting to conduct web-based meetings or video conferencing from multiple offices. With the use of strategic partnering and technology, we have the capability and capacity to deliver projects anywhere in the state.

Describe Proposer's branch or satellite offices located within the state and the types of services these locations are capable to perform.

DEA has major offices located in three of the five ODOT Regions: Portland – Region 1, Salem – Region 2, and Bend – Region 4.

Portland is a full-service office that has the capability and capacity to work on all types of projects. The full-service capability of the Portland office includes project management and oversight, planning, land surveying, engineering design, landscape design, environmental/permitting, light rail and heavy rail design, construction engineering/inspection, and construction contract administration services.

The Salem office is centrally located in the Willamette Valley and provides project management, bridge engineering, roadway design, surveying, construction engineering/inspection, construction contract administration, and independent quality assurance services.

The Bend office is located in Central Oregon and provides project management, civil engineering, landscape architecture, transportation planning, water/wastewater design, water resources professional, and full CE services. The Oregon offices work together as one company to provide cost-effective professional services to local public agencies.

2.2.5 Project Team and Qualifications

Describe extent of principal involvement.

Jay Lyman, PE, will serve as principal-in-charge for the On-Call contract. Mr. Lyman is a senior vice president at DEA and serves as the firm's Transportation Business Unit Manager overseeing all transportation-related work for the firm. Mr. Lyman is also the company Chief Operations Officer. His involvement will include assigning and dedicating the necessary resources to ensure that work assigned to the DEA-led team is completed on schedule. He will monitor the satisfaction of ODOT by maintaining contact with Agency's Price Agreement Administrator to solicit feedback on the performance of the DEA team and by listening for opportunities for DEA to improve its staffing and project delivery approach. Mr. Lyman's time will not be charged to a project.

Our Firm's Vision:

"To work together, doing whatever it takes, to be recognized as the best by our clients, employees, shareholders, and peers locally, regionally, and nationally."

Mike Reynolds, PE, will serve as Contract Manager for this On-Call. Mr. Reynolds will be the contact for new work order assignments. He will work with the LPAs and the Region Local Agency Liaison to determine the appropriate WOPM for each project, in most cases before the Tier 2 Mini-RFP is issued. Our team has a "deep bench" of experienced WOPMs to choose from. Our practice is to pair the project to the WOPM who has the best project and specific Local Agency understanding.

In support of our Vision, Mr. Reynolds will periodically solicit feedback on the performance of the WOPM and the DEA team from the LPA and Local Agency Liaison. Positive feedback and opportunity comments will be transmitted to the team. Mr. Reynolds will be involved in developing solution strategies and in working with the team to resolve any issues that might arise. Items requiring correction will be tracked to completion. Finally, Mr. Reynolds may serve as a WOPM, if the project complexity merits or the LPA requests his leadership.

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

Our project managers have extensive experience with interdisciplinary projects and teams for projects ranging from the most high-profile and complex bridge

projects (one example being the new I-5 Columbia River Crossing) to small street enhancement projects. We evaluate each project for its project development discipline requirements. Figure 5 on the next page demonstrates the interdisciplinary skills of our PMs. Our pool of 20 Preliminary Engineering WOPMs and 7 Construction Engineering Managers (CEMs), have ODOT Local Agency experience in all ODOT regions. We have approximately an equal number of WOPMs with a roadway engineering or bridge engineering background. We will assign WOPMs to projects that match their background and Local Agency experience. This ensures that project aligns with the strength of each WOPM. We balance each manager with a team of experienced discipline leads for every project need.

If necessary for complex or unique projects, we will assign a senior project manager and an assistant project manager to ensure each aspect of a project is delivered in a timely fashion. The addition of an assistant PM on large projects allows the PM to focus on the political and large dollar items while the assistant PM manages the team on a day-to-day basis, which results in lower overall project costs.

The use of assistant PMs to manage deliverables and issue tracking is a cost-effective way to manage a project that benefits Local Agencies. Each WOPM has experience with multiple Local Agencies within the state. This provides the Local Agency for each project the flexibility or opportunity to request a particular manager, who it believes will best represent its goals for the project. Each discipline lead assigns staff to the project with a preference for those individuals with relevant local experience, preferably directly with the Local Agency.

2.2.6 Cost-Effectiveness

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

Managing Scope of Work

DEA operates in a culture of continuous improvement to streamline processes and minimize the cost of project delivery. DEA has successfully partnered with ODOT on several hundred projects to deliver services that are cost-effective and responsive to needs. Our process is to define a clear and accurate scope of work and then deliver the project quickly, resulting in efficiencies for ODOT. Our process includes the following steps:

- ♦ Clearly define work scope and estimated hours to perform the work with the Local Agency and ODOT's Work Order Project Managers (WOPM)

Figure 5

Work Order Project Manager Interdisciplinary Management Experience

	Roadway design	Rail	Bridge design	Surveying/right-of-way mapping	Right-of-Way	Bridge hydraulics	Drainage/water quality	Utility design relocation coordination	Traffic engineering/ITS	Signals/illumination	TP&DT	Specifications	Civil engineering/drafting support	Bridge architecture	Geotechnical engineering/pavement design	Constructibility/cost estimates/scheduling	Landscape architecture/erosion control	Bike/pedestrian facilities	NEPA	Environmental/land use permitting	Cultural resources	Hazardous materials	Wetlands	Noise	AIR	Socioeconomics	Sustainability/cs ³	Inspection	Environmental compliance	Construction quality compliance	Construction documentation	Scheduling	Dispute review/resolution		
Mike Reynolds, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	
Walt Bartel, PE, PLS	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Doug Johnson, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Kevin Bracy, PMP	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Jeff Parker, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Howard Perry, PE, PLS	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Mike Hohbach, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Mike Hickey, PE, PLS	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Joel Howie, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Terry Stones, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Scott Richman, AICP	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Mike Baker, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Scott Emmens, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Adrian Esteban, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Scott Dreher, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Lwin Hwee, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Jim Dobrowski, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Joel Tubbs, PE	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆

- ◆ Verify with WOPM that the level of effort is consistent with performance expectations
- ◆ Develop a set of specific project instructions, including the Statement of Work (SOW), budget, and time-charging instructions for each task, at the beginning of each work order and distribute to all team members at the kickoff meeting
- ◆ Internally discuss any changes with the WOPM at project team meetings
- ◆ Update the schedule monthly and track against the baseline schedule
 - On fast-paced projects, biweekly schedules will be used
 - Our schedules are reviewed by a senior PM to verify accuracy and availability of staff
 - Aggressively manage the project delivery schedules to enable projects to be delivered efficiently and on schedule
 - Region liaisons have multiple projects to deliver. We will keep them informed of budget and schedule status to facilitate the delivery of all of their projects

Managing Project Performance

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

- ◆ Initiate work only upon written Notice to Proceed (NTP)
- ◆ Proactively monitor project team and work progress
- ◆ Send timely reminders of requested information by telephone and email to ensure that all team members understand the importance of their work in relation to the entire project delivery schedule
- ◆ Conduct periodic internal team meetings to ensure all team members are fully informed on project issues, budget, and delivery schedule
- ◆ Review progress plans routinely to make sure that efficient progress for each task is being maintained
- ◆ Conduct a weekly review of project charges to ensure that time is properly coded to appropriate tasks

for each project and assess the level of effort being expended on each task relative to the actual project needs

- ♦ If necessary, take corrective actions to ensure the work is progressed at the appropriate level of effort necessary to protect the Local Agency's interests and maintain the project's budget

As contract manager, Mr. Reynolds has the overall responsibility for the delivery of all projects. **During biweekly meetings with the PMs he evaluates status of each project, staffing issues, and lessons learned.** He challenges the PMs to deliver projects with higher quality, ahead of schedule, and under budget.

Explain how your firm ensures all travel, lodging, and per diem expenses are as low as possible (including for long-term CEI/CA projects).

Expense Reduction Strategies

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

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

- ♦ Staff projects with the experienced personnel who are located in offices in closest proximity to the project(s)
- ♦ Use available technology to reduce the number of on-site or face-to-face meetings required to deliver a project:
 - For example, DEA has videoconferencing in all of our offices. We can have a meeting with Deschutes County out of DEA's Bend office and conference in DEA's Portland and Salem offices.
- ♦ Limit meeting travel to most appropriate staff
- ♦ Seek to "piggyback" project and public meetings and travel when they coincide with other travel in the region
- ♦ Use electronic design review process in PDF format of the plan sheets to expedite ODOT review and save printing and mailing costs
- ♦ **DEA's ODOT experienced staff efficiently and effectively meet ODOT/FHWA documentation requirements, which expedites project closeout**

- ♦ When travel costs can not be avoided, review modes of travel to choose the lowest cost option available for each required meeting
- ♦ Conduct project meetings at logical milestones to reduce number of meetings required and eliminate replication
- ♦ Limit total duration of site visits and minimize need for overnight accommodations
- ♦ Limit CEI/CA field office expenses by sharing local office space when feasible

As a result of our process and efforts, DEA will ensure that out-of-scope work is not performed without prior authorization from ODOT and that work will progress in line with the agreed-upon scope to protect the Local Agency's best interests.

To ensure the best overall cost effective team, Mike Reynolds, consistently develops strategic relationships. These relationships result in more responsiveness and a lower project cost.

On long-term CEI/CA projects, DEA will use two approaches to keep costs as low as possible:

1. We will use our strategic partners that are in close proximity to the project site whenever feasible which will eliminate or reduce travel, lodging, and per diem expenses.
2. **Having qualified and certified QCCS staff as DEA employees is a key to our projects receiving their full share of federal funding and meeting all ODOT/FHWA requirements.** Where possible we will have our QCCS staff bundle trips to perform testing on more than one project on a trip to split costs between them. DEA has part-time inspectors who live in Astoria, Hermiston, Ontario, Coos Bay, and Medford. When appropriate, we will assign them to projects close to their homes to reduce travel and associated costs.

Describe the specific methods, tools, and processes your firm uses to develop the estimate for services.

Cost Estimating Methods, Tools, and Processes

Our greatest tool for cost-effective services is our history of project delivery. Delivering similar services for repeat clients helps us understand what their process and requirements are and their desired level of effort and involvement for each project.

The process DEA uses to develop the cost estimate for services starts with a clearly defined scope of work agreed upon by the Local Agency, Region Liaison, and

DEA task leaders for each task to be performed. DEA task leaders and subconsultants scope and estimate their individual portions of the work. This approach builds accountability to delivering within budget from the project outset.

The well understood scope defines what services will be performed and the underlying assumptions, and breaks out roles and responsibilities for activities to be performed by the consultant team and partner agencies.

DEA appropriately staffs projects by accurately matching experience and billable rates to meet the Local Agency's specific project needs and schedule. During contract negotiations, the Local Agency, ODOT, and DEA may also explore means to reduce costs by:

- ♦ Risk sharing (contingency tasks)
- ♦ Suggesting elements of projects that may be best delivered by Local Agency internal staff

This transparent method of openly communicating the true costs for performing the work supports fair and reasonable service both to the Local Agency, ODOT, and DEA.

DEA's accounting system, Solomon, allows us to track the actual project costs for all of our projects. It also provides a tool for predicting future costs. We use this data to evaluate our cost estimates versus actual work performed, including change orders. This historical data allows us to refine and adjust our cost estimates as necessary. We can identify where we did not use the entire fee in certain tasks and decrease the cost estimate accordingly. It also identifies where we may have had additional costs in the past and where we need to refine the fee or add contingency tasks to address the situation.

Repeat business is what we have built the DEA name upon. Over the years we have created standardized templates for commonly occurring deliverables, effectively reducing the level of effort expended on continuously recreating these products. These templates, which will be tailored to specific projects and needs, may include: standard reports, meeting agendas/summaries, progress reports, invoices, standard graphics.

How does your firm ensure that estimates for services are fair and reasonable to both the government and your firm?

Fair and Reasonable Estimates for Services

Our team understands that determining fair and reasonable costs will be a key component in delivering a high level of client service. Under this contract, you

will see DEA as a value-added provider of services. In developing our fee estimate, our WOPMs work with our CEMs to review the entire project for cost-saving measures. As a recent example, it was determined that the construction cost of a project could be significantly reduced by shortening the length of the bridge and developing a Biological Assessment (BA) for the project instead of using SLOPES. Our fee was higher to perform a full BA, but the overall project cost was reduced by almost ten times the increase in fee. So, although there can be a perception that our design fee may be higher than expected, at project closeout, the total costs of design and construction consistently show lower with DEA. This results in a satisfied client and a return client.

DEA has completed many successful price negotiations with Local Agencies, and we feel that we have consistently achieved fair and equitable price agreements. We consistently use ODOT/ACEC profit negotiations spreadsheet to determine an equitable profit percentage for DEA and the Agency. **Our goal of having a client for life means that our fees provide exceptional value for the level of service we provide, which is consistently recognized in the eyes of our clients.**

Prior to any scope of work or fees estimate being submitted to a Local Agency or ODOT, DEA has an independent Contract Review Team (CRT) that reviews it. This quality review helps limit the comments and edits needed to be made by ODOT. We ask the hard questions before you do, so that we can explain every line in the SOW and fee.

We are well aware of the huge amount of work that Local Agency liaisons must do to get contracts executed quickly with the right fee. Having worked with almost all of the Local Agency representatives in the state, and we know what they expect. As such, we tailor the SOW and appropriate fee to meet their needs. We also deliver these documents to them in a timely manner, enabling them to spend time on other projects.

DEA is extremely proud of the projects that we have been able to deliver for ODOT and Local Agencies over the past 25 years. We have pulled together a strong team that is structured to meet ODOT's needs throughout the state. We are excited about the possibilities and opportunities to help deliver the 2008 -2011 STIP.