



## 2.2.1 UNDERSTANDING OF REQUESTED SERVICES

### Understanding of Requested Services

ODOT, on behalf of Local Public Agencies (LPAs) statewide, is seeking professional service consultants with full-service teams to provide on-call, project management, land surveying, engineering, construction engineering, inspection and construction administration services for the design and delivery of transportation related projects.

Contracts resulting from this RFP will result in design and construction services for Local Public Agency Projects as outlined in the 2008-2011 STIP and potentially the 2010-2013 STIP. Projects will include federally funded projects, and as such, selected teams must be knowledgeable and skilled at delivering federal projects from start to finish with limited oversight and involvement from the Agency.

Programs funded through the STIP include:

- ◆ Bicycle/Pedestrian Program
- ◆ Bridge Replacement and Rehabilitation
- ◆ Congestion Mitigation and Air Quality Improvement (CMAQ)
- ◆ Federal Lands Highways Program
- ◆ Fish Passage and Large Culvert Improvement
- ◆ Immediate Opportunity Fund
- ◆ Indian Reservation Roads
- ◆ Modernization
- ◆ Operations
- ◆ Pavement Preservation
- ◆ Public Transit
- ◆ Railroad Crossing Safety
- ◆ Safety
- ◆ Scenic Byways
- ◆ Transportation Enhancement
- ◆ Transportation Safety

This wide range of program categories funds a broad spectrum of projects. All public-funded projects of statewide or regional significance are included in the STIP. Funds for these projects come from a variety of federal, state and local sources including but not limited to: federal surface transportation programs (SAFETEA-LU for 2005-2009); federal discretionary funding; State Highway Funds; and the Oregon Transportation Investment Act III.

The HHPR team has the knowledge and experience to support this vast spectrum of projects. Our team understands the complexities involved with the various programs and funding sources and can provide a full range of services to support these projects across the state.

While the funding for projects comes from a variety of sources, the vast majority of projects will include some federal aid participation. HHPR's team has demonstrated experience with the various processes and procedures that are associated with federal aid projects. We have successfully delivered both FHWA and FTA projects and understand their processes and requirements. Our staff will work with the Local Agency and

ODOT staff to ensure that each project conforms to these requirements in a timely, accurate, and efficient manner.

The HHPR team is sensitive to the individual needs and perspectives of our Local Agency clients. Our experience delivering federal aid projects allows us to advise and guide clients on potential design and environmental issues to which they may not be aware. We are experienced in developing clear and concise work order contracts and can guide our clients through all aspects of the federal project development requirements. Critical to

successful project development is understanding and closely tracking the project's schedule and the various required submittals and certifications. HHPR's team has demonstrated our expertise in this area through the successful delivery of numerous Local Agency projects through the on-call contacts we have held with ODOT for the past 9 years. We recently delivered a number of American Recovery and Reinvestment Act (ARRA) funded Local Agency projects demonstrating our understanding of the critical milestones and issues that must be tracked and managed to keep a federal project on schedule.

With lead project management staff in Portland and Bend and secondary staff positioned in Salem, Medford, Eugene and La Grande we are positioned to be able to communicate quickly and efficiently with ODOT and Local Agencies across the state.

### Type of Services to be Provided Under This Contract

The services to be performed under this contract will require a full range of engineering and professional services (e.g., survey, bridge, roadway, bike/ped, drainage, signals, temporary traffic control, erosion control, landscaping, and signing and striping). Work orders may also include traffic studies and ITS, prospectus preparation, right-of-way descriptions, appraisals, negotiations and acquisitions. In addition to the design elements, projects will likely include some level of National Environmental Policy Act (NEPA) Class 1 (EIS), Class 2 (CE) and Class 3 (EA) documentation permitting. Public involvement may also be included and could be as simple as meeting with property owners, or it could mean conducting an extensive public decision making process. Field surveys, basemap preparation, and right-of-way resolution will be required on some projects. The consultant will also be expected to perform construction management, inspection, and construction surveying.

*HHPR currently serves as a prime consultant on the ODOT Local Agency on-call contract. Numerous Local Agencies have grown to trust HHPR for their Federally Funded Local Agency Projects.*



The following are general tasks and key issues associated with the work to be completed under this contract:

**Project Scoping:** Clearly define the existing problem and proposed solution and identify a budget that adequately covers needed design services and environmental documentation in the Project Prospectus Parts 1, 2 and 3.

**Field Survey and Mapping:** Data collection must be compatible with the Local Agency systems and standards. Local Agency projects on state routes are required to be surveyed to ODOT standards.

**Cultural, Historical, Wetland, Endangered Species Act (ESA) and Environmental Documentation:** Early identification of cultural, historical, wetland, ESA and other environmental impacts. Communicate and coordinate closely with Local Agency, ODOT and permitting agencies.

**Field Investigations, Analysis and Reports:** Identify issues and constraints early. Communicate with Local Agency, ODOT and appropriate team members to ensure design development addresses issues and accommodates constraints.

**Public Involvement / Information:** Craft an outreach program to fit each project's scope and setting. Create an open dialog with residents, landowners, involved jurisdictions, and other stakeholders regarding the project's goals and design requirements. Develop and maintain a positive public image on behalf of ODOT and the LPAs.

**Utility Coordination:** Engage utility owners early to identify conflicts and determine how best to resolve them.

**Railroad Coordination:** Coordination and communication with ODOT Rail must begin with project scoping and continue through the project's development. This is critical to ensure the project is appropriately scoped, designed and funded.

**Permit Applications:** Identify and obtain required federal, state and local permits as early as possible to avoid delays in project schedule.

**Hydrologic & Hydraulic Studies & Reports:** The design of stormwater treatment facilities must meet both Local Agency and National Marine Fisheries Service (NMFS) requirements.

**Access Management:** Coordinate early with affected landowners, residents, and businesses. For projects on State facilities, coordinate with the Region Access Management Engineer in addressing PD-03 requirements.

**Preliminary Design (Design Approval):** Incorporate a Context Sensitive and Sustainable Solutions (CS<sup>3</sup>) approach to project development. Identify any required design exceptions early in the process, and submit required design exception forms for approval early. Seek design solutions that recognize agency budget limitations. Seek to minimize impacts to the traveling public during construction.

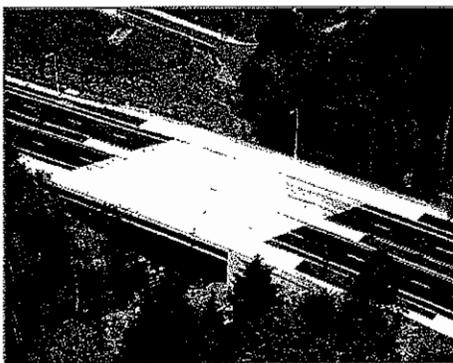
**Right-Of-Way:** Identify needed right-of-way early in the project's development. When federally funded, the right-of-way phase has a separate Notice to Proceed (NTP) and the Categorical Exclusion (CE) Closeout must be complete and approved by FHWA before the right-of-way phase can begin. Identify right-of-way needs early in the process for timely acquisition and right-of-way certification.

**Final Plans:** Provide quality and detailed plans and specifications that are precise, biddable, and constructible.

**Bidding Assistance:** Be available and responsive to answer questions.

**Construction Engineering Services:** Provide construction project management and administration including material testing, environmental permit compliance monitoring, erosion control monitoring, traffic control monitoring, construction monitoring and inspection, pay notes, QA/QC documentation, construction survey, as-built plans and project closeout documentation, as required to support Local Agency.

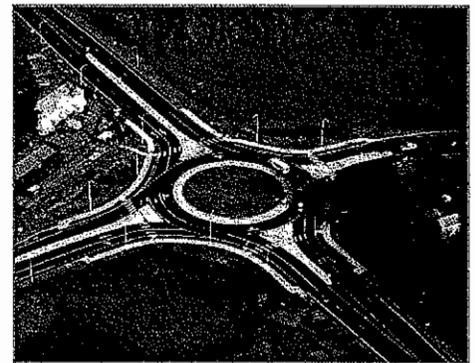
As shown from the array of projects illustrated below, HHPR's team has the breadth of experience required to support the needs of Local Agencies across the state.



Sunnyside Road, Phase 3B - Clackamas County OR



Main Street ("Green Street") - Milwaukie, OR



Stafford/Borland Roundabout - Clackamas, OR



## 2.2.2 PROJECT MANAGEMENT

### Firm's Management and Organizational Structure

When Harper Houf Peterson Righellis Inc. (HHPR) was founded in 1990, we set out to establish a company culture that focuses on the **client's** needs first and foremost. Our mission is to satisfy our clients by providing excellent service, solving their problems, and meeting their needs. We strongly believe in producing quality products and providing quality service. This is critical to successfully incorporating all project concerns of the Local Agency.

When HHPR was founded in 1990, our business plan stated:

*"We will provide professional and expert civil engineering services that are focused to our client's needs, always striving to provide the client with the feeling that they and their projects are our priority.*

*Civil engineering is a very broad technical field. We will only provide services in the specific areas that we do very well. Other project functions will be performed by the best professional talents available. We will:*

- ◆ **Focus** our efforts to what we do best,
- ◆ **Be responsive** to the client's needs,
- ◆ **Be reliable,**
- ◆ **Be informative** ("no surprise" to clients), and
- ◆ **Provide a priority feeling** to clients.

*In summary, our mission is to satisfy our clients by providing excellent service, solving their problems, and meeting their needs."*

This culture and management structure has been established to allow us the flexibility to team with expert consultants such as DKS Associates, Mason, Bruce & Girard, Anderson Perry, OBEC, CH2M HILL, URS and many other talented firms. Tailoring our project team to meet the specific needs of the client is what differentiates us from other firms.

Our Management and Organizational Structure have been established to focus on the client's needs, which inherently means including the client's concerns into all projects. We work closely with the Local Agency at all stages of a project to logically evolve the client's intent into the design concept and into the details and specifics of the final design.

Our goal with every project is to provide responsive service, and to apply sound engineering and planning practices while maximizing the benefit of the project. We understand the 'big picture' but spend the time necessary on the little details that make the project successful. A project is not a success unless the client's project needs are met. We feel strong communication and a solid working relationship with the Local Agencies and ODOT will translate into achieving the project goals of the agencies and their citizens.

It is the Local Agency that must answer directly to the Citizens of the Community who have been advocating for the project and to the people and/or businesses who will be impacted directly by the construction. We are sensitive to the needs of the Local Agency's budget, schedule, and land use processes during the development of the project.

Understanding the needs, requirements, and structure of the Local Agency is a key element in the success of the project. Throughout the State, each Local Agency may have separate requirements related to Land Use Codes, Stormwater Regulations, Permitting, Erosion Control, in addition to

different Construction Standards, Specification and Details. It is important to work within the framework of the Local Agency while meeting the requirements of ODOT and FHWA. We will assign a **Project Manager** who has experience and the trust and respect of the Local Agency for the project assignment.

**The Project Manager will be committed to serve the Local Agency and ODOT for the entire duration of the project.**

We strongly believe that the Project Manager who starts a project should be the one who finishes it...and we have lived up to this. At HHPR, Project Managers have the ability to make on-the-spot decisions and commitments if issues arise. We do not have extra layers of management that get in the way of getting projects done. All the principals of HHPR actively participate and enjoy working on the management and design of engineering projects.

As a Firm, HHPR maintains full service offices in Portland and Bend which include engineers, planners, landscape architects, and surveyors.

HHPR's full service office locations, coupled with our sub-consultants office locations, provide a platform to serve Local Agencies around the state. The following sheet shows HHPR's team Organizational Structure.

*HHPR assigns an experienced Project Manager who is trusted by the Local Agency and experienced in the delivery of Federal Projects.*



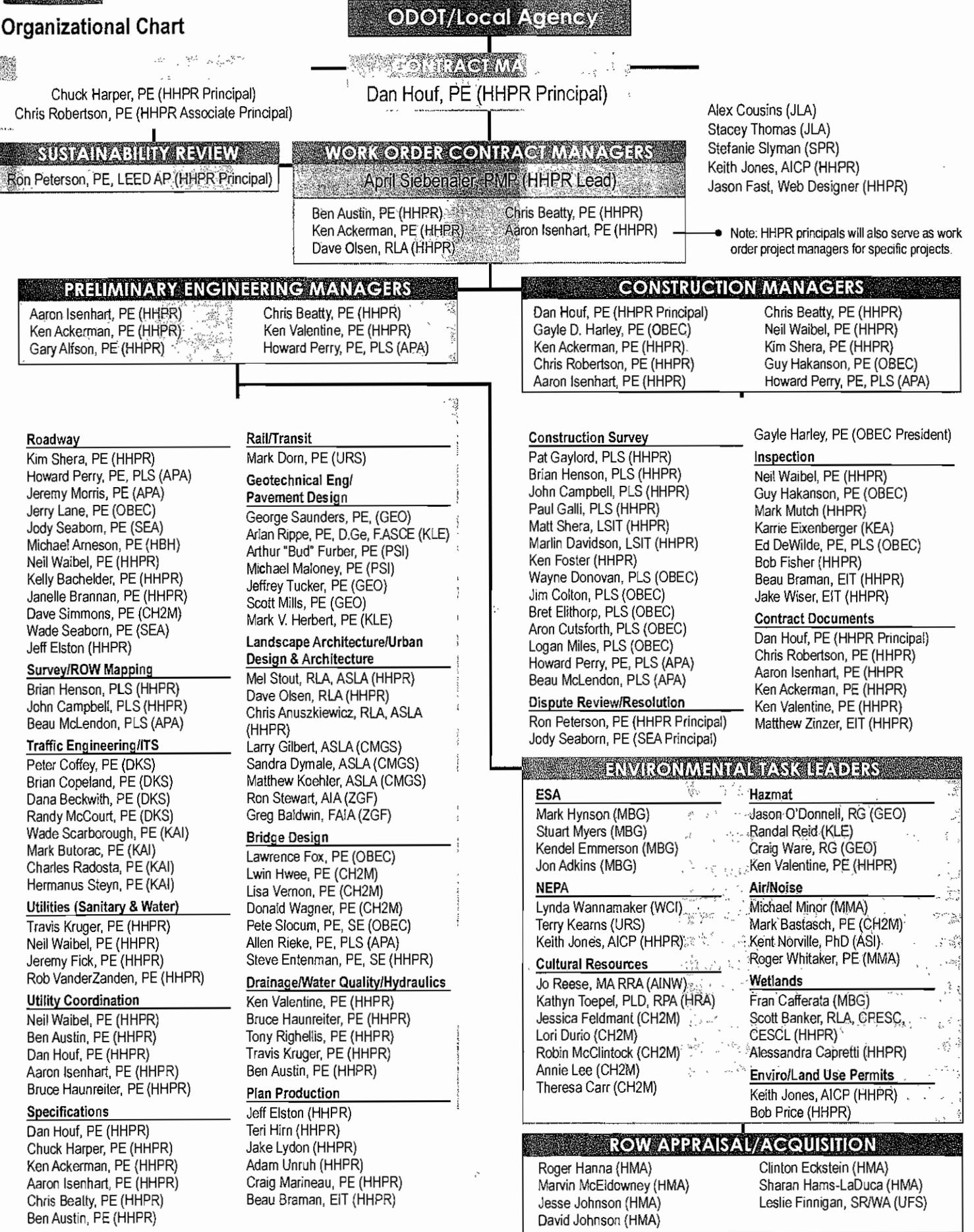
HHPR's Portland office



HHPR's Bend office



# Organizational Chart



Note: HHPR principals will also serve as work order project managers for specific projects.

### Roadway

- Kim Shera, PE (HHPR)
- Howard Perry, PE, PLS (APA)
- Jeremy Morris, PE (APA)
- Jerry Lane, PE (OBEC)
- Jody Seaborn, PE (SEA)
- Michael Arneson, PE (HBH)
- Neil Waibel, PE (HHPR)
- Kelly Bachelder, PE (HHPR)
- Janelle Brannan, PE (HHPR)
- Dave Simmons, PE (CH2M)
- Wade Seaborn, PE (SEA)
- Jeff Elston (HHPR)

### Survey/ROW Mapping

- Brian Henson, PLS (HHPR)
- John Campbell, PLS (HHPR)
- Beau McLendon, PLS (APA)

### Traffic Engineering/ITS

- Peter Coffey, PE (DKS)
- Brian Copeland, PE (DKS)
- Dana Beckwith, PE (DKS)
- Randy McCourt, PE (DKS)
- Wade Scarborough, PE (KAI)
- Mark Butorac, PE (KAI)
- Charles Radosta, PE (KAI)
- Hermanus Steyn, PE (KAI)

### Utilities (Sanitary & Water)

- Travis Kruger, PE (HHPR)
- Neil Waibel, PE (HHPR)
- Jeremy Fick, PE (HHPR)
- Rob VanderZanden, PE (HHPR)

### Utility Coordination

- Neil Waibel, PE (HHPR)
- Ben Austin, PE (HHPR)
- Dan Houf, PE (HHPR)
- Aaron Isenhart, PE (HHPR)
- Bruce Haunreiter, PE (HHPR)

### Specifications

- Dan Houf, PE (HHPR)
- Chuck Harper, PE (HHPR)
- Ken Ackerman, PE (HHPR)
- Aaron Isenhart, PE (HHPR)
- Chris Beatty, PE (HHPR)
- Ben Austin, PE (HHPR)

### Rail/Transit

- Mark Dorn, PE (URS)

### Geotechnical Eng/Pavement Design

- George Saunders, PE, (GEO)
- Arian Rippe, PE, D.Ge, FASCE (KLE)
- Arthur "Bud" Furber, PE (PSI)
- Michael Maloney, PE (PSI)
- Jeffrey Tucker, PE (GEO)
- Scott Mills, PE (GEO)
- Mark V. Herbert, PE (KLE)

### Landscape Architecture/Urban Design & Architecture

- Mel Stout, RLA, ASLA (HHPR)
- Dave Olsen, RLA (HHPR)
- Chris Anuszkiewicz, RLA, ASLA (HHPR)

### Bridge Design

- Larry Gilbert, ASLA (CMGS)
- Sandra Dymale, ASLA (CMGS)
- Matthew Koehler, ASLA (CMGS)
- Ron Stewart, AIA (ZGF)
- Greg Baldwin, FAIA (ZGF)

### Drainage/Water Quality/Hydraulics

- Lawrence Fox, PE (OBEC)
- Lwin Hwee, PE (CH2M)
- Lisa Vernon, PE (CH2M)
- Donald Wagner, PE (CH2M)
- Pete Slocum, PE, SE (OBEC)
- Allen Rieke, PE, PLS (APA)
- Steve Entenman, PE, SE (HHPR)

### Plan Production

- Jeff Elston (HHPR)
- Teri Hirn (HHPR)
- Jake Lydon (HHPR)
- Adam Unruh (HHPR)
- Craig Marineau, PE (HHPR)
- Beau Braman, EIT (HHPR)

### Construction Survey

- Pat Gaylord, PLS (HHPR)
- Brian Henson, PLS (HHPR)
- John Campbell, PLS (HHPR)
- Paul Galli, PLS (HHPR)
- Matt Shera, LSIT (HHPR)
- Marlin Davidson, LSIT (HHPR)
- Ken Foster (HHPR)
- Wayne Donovan, PLS (OBEC)
- Jim Colton, PLS (OBEC)
- Bret Elithorp, PLS (OBEC)
- Aron Cutsforth, PLS (OBEC)
- Logan Miles, PLS (OBEC)
- Howard Perry, PE, PLS (APA)
- Beau McLendon, PLS (APA)

### Dispute Review/Resolution

- Ron Peterson, PE (HHPR Principal)
- Jody Seaborn, PE (SEA Principal)

### Inspection

- Neil Waibel, PE (HHPR)
- Guy Hakanson, PE (OBEC)
- Mark Mutch (HHPR)
- Karrie Eixenberger (KEA)
- Ed DeWilde, PE, PLS (OBEC)
- Bob Fisher (HHPR)
- Beau Braman, EIT (HHPR)
- Jake Wiser, EIT (HHPR)

### Contract Documents

- Dan Houf, PE (HHPR Principal)
- Chris Robertson, PE (HHPR)
- Aaron Isenhart, PE (HHPR)
- Ken Ackerman, PE (HHPR)
- Ken Valentine, PE (HHPR)
- Matthew Zinzer, EIT (HHPR)

## ENVIRONMENTAL TASK LEADERS

### ESA

- Mark Hynson (MBG)
- Stuart Myers (MBG)
- Kendel Emmerson (MBG)
- Jon Adkins (MBG)

### NEPA

- Lynda Wannamaker (WCI)
- Terry Kearns (URS)
- Keith Jones, AICP (HHPR)

### Cultural Resources

- Jo Reese, MA RRA (AINW)
- Kathyn Toepel, PLD, RPA (HRA)
- Jessica Feldman (CH2M)
- Lori Durio (CH2M)
- Robin McClintock (CH2M)
- Annie Lee (CH2M)
- Theresa Carr (CH2M)

### Hazmat

- Jason O'Donnell, RG (GEO)
- Randal Reid (KLE)
- Craig Ware, RG (GEO)
- Ken Valentine, PE (HHPR)

### Air/Noise

- Michael Minor (MMA)
- Mark Bastasch, PE (CH2M)
- Kent Norville, PhD (ASI)
- Roger Whitaker, PE (MMA)

### Wetlands

- Fran Cafferata (MBG)
- Scott Banker, RLA, CPESC, CESCL (HHPR)
- Alessandra Capretti (HHPR)

### Enviro/Land Use Permits

- Keith Jones, AICP (HHPR)
- Bob Price (HHPR)

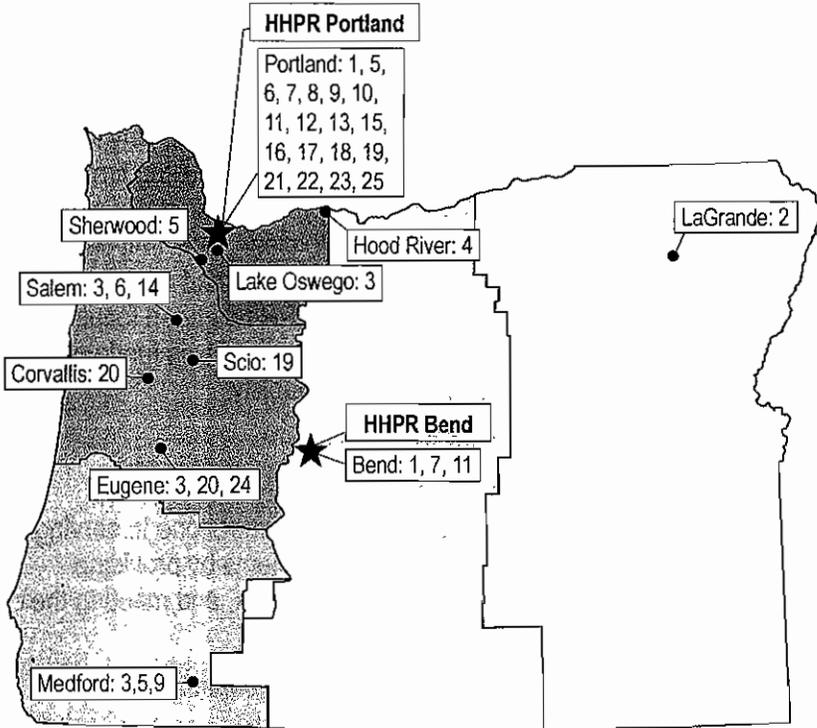
## ROW APPRAISAL/ACQUISITION

- Roger Hanna (HMA)
- Marvin McEidowney (HMA)
- Jesse Johnson (HMA)
- David Johnson (HMA)

- Clinton Eckstein (HMA)
- Sharan Hams-LaDuca (HMA)
- Leslie Finnigan, SR/WA (UFS)



## Branch Offices and the Types of Services These Locations Provide



CONSULTANT LEGEND			
AINW	Archeological Investigations Northwest, Inc.	KEA	KE & Associates, Inc.
APA	Anderson-Perry & Associates, Inc.	KLE	Kleinfelder
ASI	Air Sciences Inc.	MBG	Mason, Bruce & Girard, Inc.
CH2M	CH2M.HILL	MMA	Michael Minor & Associates
CMGS	Cameron McCarthy Gilbert & Scheibe	OBEC	OBEC Consulting Engineers
DKS	DKS Associates	PSI	Pavement Services Inc.
GEO	GeoDesign Inc.	SEA	Seaborn Engineering
HBH	HBH Consulting Engineers	SPR	Slyman Planning Resources
HHPR	Harper Houf Peterson Righellis Inc.	UFS	Universal Field Services, Inc.
HMA	Hanna, McEldowney and Associates	URS	URS Corporation
HRA	Heritage Research Associates, Inc.	WCI	Wannamaker Consulting Inc.
JLA	JLA Public Involvement	ZGF	Zimmer Gunsul Frasca Architects
KAI	Kittelson & Associates, Inc.		

Key Number	Firm	Roadway and Trail Design	Structural/Bridge	Utilities and Stormwater	Traffic Engineering	Rail and Street Car Design	Survey	Geotechnical and Pavement Design	Landscape/Urban Design	Land Use Planning	Public Involvement	Environmental	Right-of-Way	Construction Services
1	HHPR													
2	APA													
3	OBEC													
4	SEA													
5	HBH													
6	DKS													
7	KAI													
8	URS													
9	CH2M													
10	GEO													
11	KLE													
12	PSI													
13	HMA													
14	UFS													
15	JLA													
16	SPR													
17	WCI													
18	MMA													
19	MBG													
20	CMGS													
21	ZGF													
22	KEA													
23	AINW													
24	HRA													
25	ASI													

### How Subcontractors will be Selected, Utilized and Managed

We know our subconsultants, know the people, know their talents, and understand their expertise. This allows us to tailor our subconsultant team to the needs of a project. Like managing our internal resources, managing our subconsultants is done on a continual basis with regular communication. By knowing our subconsultants, we are able to reduce management time because the learning curve has been eliminated. Our subconsultants are involved in determining the schedule and the setting of milestones. Regular meetings identifying progress and products keep the team of subconsultants on track. Many of our monitoring and tracking procedures also apply to how the efforts of our subconsultants are managed.

HHPR has assembled a diverse and talented team of

subconsultants that can help serve the needs of Local Agencies around the State of Oregon. We will receive input from ODOT and the Local Agency, and tailor the specific project team to meet the specific requirements of the Local Agency, type of project, and DBE Goals. When HHPR is requested to provide service assigned under the ATA, HHPR will tailor the best-fit team to meet the needs of the specific project. The specific project variables that will be analyzed include: the Local Agency for which the service is being provided; what expertise is needed; who has provided service in the specific project area; and what is the availability of the HHPR team staff in order to meet the necessary project schedule. From this analysis, HHPR will only assign the firms and staff that can meet the technical needs and timelines of a project, without redirecting staff effort during the project duration. This is key in providing quality service and designs, on time and on budget.



## Methods for Coordinating and Expediting Projects to Meet Delivery Schedules

HHPR coordinates and expedites project elements with knowledgeable and skilled project managers who manage their projects with foresight and strong communication skills, working to eliminate any potential obstacles that would delay project development.

HHPR uses Microsoft Project to schedule and monitor the progress on projects, keep them on track and avoid surprises. Schedules are developed based on the deliverables from the statement of work and include an appropriate level of subtasks needed to track the project. The key to keeping any project on schedule is to identify the critical path items of the process and to make sure these items move forward on schedule. To do this, work progress is reviewed on a monthly basis (at a minimum) to determine the percentage of work completed by task. At the first sign of an impact to a critical path task, the HHPR project manager may employ a range of options to bring the task back on schedule and within budget. This systematic approach to project development assures delivery of products on schedule, while providing quality service.

*An Example of HHPR's ability to expedite all elements and delivery of quality projects has been exhibited on the recent Local Agency ARRA Projects HHPR has completed.*

### Adjusting Schedules or Level of Effort to Meet Schedule and Budget

There are times when a specific project task must be accelerated to keep the project on schedule. HHPR holds staff scheduling meetings every Friday morning, and utilizes scheduling software that was developed specifically for

HHPR project managers. Each project manager has the ability to obtain additional support to meet critical time frames and milestones.

HHPR manages team resources to effectively and efficiently meet the Schedule and Budget. HHPR project managers know when to start specific tasks and when to place certain tasks on hold until milestones are achieved. An example is the production of final construction drawings. It is critical that the design concepts and elements of the project are finalized and approved prior to committing drafting time to prepare the plans, and prior to sending design base maps to subconsultants to start the work process.

Once the milestones have been met, the next step of the process is ready to proceed. HHPR has a long history of putting in the extra work necessary to meet project schedules and commitments.

## Quality Control Procedures

**Quality is our Mission.** Quality has been the cornerstone of HHPR's success. It is the reason that the top architects in the region choose HHPR for their core transportation work. It is why HHPR ranked #1 in Roadway Design for the 2006 ODOT Local Agency Tier 2 selection process. It is why HHPR has grown to be one of the most effective consulting firms in the region. HHPR takes pride in preparing high quality plans. We believe that quality translates into clear plans that can be constructed, and the preparation of clear and concise bid documents is absolutely essential. HHPR has been focusing on providing quality service since 1990. Quality is fundamental to our operation and long term sustainability.

*Our QC Mission is stated as follows:*

We strongly believe in producing quality products and providing quality service. This is the cornerstone to serving clients. Our mission is to satisfy our clients by providing excellent service, solving their challenges, and meeting their needs.

*Quality Control is based on three key ingredients:*

**The first** – assigning the right people to the job and keeping them on it. This is critical. Reflecting back on projects you know did not go well, odds are you will find the "people" issue to be a big part of the problem. Everyone has the good intentions of assigning the right people to a project, but as other projects come along demanding the limited time of key people, personnel changes occur. Personnel changes always translate into added costs to the project and failure to meet schedules. Additional project time and client time are often needed to overcome the learning curve. More importantly, new personnel are usually not of the same caliber as the prior people, which can result in added construction costs from a less efficient design or lower-quality plans and specifications. HHPR assigns personnel, and keeps them committed to the project.

**The second** – reviewing and challenging project assumptions and base information before commencing work and throughout the design process. This is the "thinking" step. We do not try to merely grind through a project to create the products we were directed to produce. We pride ourselves on thinking through the effort, not accepting the project assumptions on blind faith and not using base information without questioning for reasonableness and appropriateness. We visually review our projects before the topographic survey is performed. This gives us a better understanding of what information is needed.

As part of this step, we strive to identify design changes that will increase the cost of a project. Many times the client will ask for added features or a regulatory agency will require more expensive elements than originally contemplated.



These and any other issues that arise impacting the cost are communicated to the client immediately. With this open communication, we can discuss the issue and advise of alternatives. This gives the client the opportunity to address the cost impact before it is late in the design process. Keeping the "thinking" in the process and challenging assumptions allows the opportunity to keep final costs as low as possible or, to make the end product better.

**The third** – critically reviewing the work products at key times during the project -- including an extensive redline review of the milestone submittals before they go out the door for third-party viewing. Regardless of the quality of people and the degree of thinking that goes into a project, the products need review. Time pressures often make plans and specifications reviews extremely difficult. We work hard to set aside the time needed to review our work at key times during the project.

In December of 2008, HHPR updated our **Quality Service Guidelines** and posted these digitally on our HHPR Intranet. This provides each employee with an easily accessible Quality Service Guideline list for many types of projects. This published guideline incorporates "The Shewhart Cycle" which is a simplified process that combines QA and QC, and consists of four steps: Plan, Do, Check and Act.

This cycle can be used as a basic structure for all aspects of quality service.

- ◆ **Plan:** Establish objectives and processes required to deliver the desired results. (Think first, then work)
- ◆ **Do:** Implement the process developed.
- ◆ **Check:** Monitor and evaluate the implemented process by checking the results.
- ◆ **Act:** Apply actions necessary for improvement if the results require changes.

This is a very similar approach to ODOT's process developed by Beth Vargas Duncan, Quality Assurance Program Manager for the Office of Project Letting. The "Shewhart Cycle" is illustrated as follows:

### Shewhart Cycle



### Our PE and CE Quality Control Processes are outlined as follows:

PE Quality Control Process
<p>With each Statement of Work (SOW), we also outline the specific Quality Control Procedures and Staff for the project. This project specific QC Plan outlines:</p> <ul style="list-style-type: none"> <li>◆ Task or Sub-Task</li> <li>◆ Required Deliverable</li> <li>◆ Due Date</li> <li>◆ Responsible Party for Production of Document</li> </ul>
<p>The project specific Quality Control Plan assigns a Quality Control Specialist and outlines QC staff that will support the QC Specialist for specific tasks. The quality control staff is not involved with the development of the deliverables or the everyday work, but do have a thorough understanding of the standards, procedures, specifications, and expectations for which the work is being performed.</p>
<p>These specific tasks could include (but are not limited to) QC review of:</p> <ul style="list-style-type: none"> <li>◆ Survey Base Maps</li> <li>◆ Engineering Plans (Design and Constructability)</li> <li>◆ Engineering Plans (Drafting)</li> <li>◆ Urban Design (Landscape Plans and Details)</li> <li>◆ Design Review and Comment Log</li> <li>◆ Engineering and Environmental Reports</li> <li>◆ Construction Cost Estimates</li> <li>◆ Contract Documents including Specifications</li> </ul>
<p>At each key stage of the design, HHPR will review each product using HHPR's <i>Quality Service Guidelines</i>, which is posted on our company intranet. Each revision is redlined for drafting and highlighted when completed. A color copy of the reviewed document is scanned and placed in the project file. Subsequently, products will be reviewed by our QC staff to check for accuracy and conformance to ODOT and other required standards and specifications.</p>
<p>Independent in-house reviews will be completed at the 30% (Design Acceptance Package), 60%, 90%, and 100% complete stage. Additionally, each report generated for the project will be independently reviewed prior to submission for Agency review. Project Managers will be responsible for ensuring that reviews are accomplished and incorporated into the project schedule and budget for each deliverable.</p>
<p>HHPR maintains a separate file for the independent reviews, and provides a Quality Control memo that outlines which documents have been prepared, and who reviewed the document. This memo is provided to ODOT and the Local Agency.</p>



CE Quality Control Process
Construction Managers and Inspectors thoroughly review the plans and specifications for complete project understanding
Project Engineers and Designers are available to answers questions or provide clarifications during the course of construction.
Attend Pre-Construction conference.
Provide Partnering opportunities with Agency and Contractor to develop project dispute procedures and develop solid lines of communication.
Coordinate and Communicate with affected Utilities to ensure relocation schedules are being meet. Invite Utilities to weekly project meetings.
Project Engineers complete grade sheets, and provide information to Project Surveyors.
Provide surveying QC checks and verifications for key project layouts. Provide survey control to contractor.
Project inspectors shall review contractor layout and staking, and contact Engineer if further review is necessary.
Project Inspectors provide daily logs and Quantity Verification Forms.
Document all contractor submittals and provide timely responses to shop drawings and material submittals.
Inspectors and Construction Managers attend weekly project meetings to discuss erosion control, staging issues, project safety, and public concerns.
Schedule environmental consultants at key times of the project (creek restoration, fish shocking activities, etc.)
Schedule key consultants (i.e. traffic engineer to review staging plans) for key observation visits.

The HPR team has the following ODOT Certified Inspectors and Testing Technicians:

ODOT Certified Technicians	Certified Aggregate	Certified Asphalt I	Certified Asphalt II	Certified Embankment/Base	Certified Density	Certified Mix Design	Concrete Control T	Concrete Strength Testing	Quality Control
Kleinfielder	■	■	■	■	■			■	■
KE Associates	■	■	■	■	■	■	■	■	■
GeoDesign	■	■		■	■				

ODOT Inspection Certifications	Certified General Inspector	Certified Erosion Control Inspector	Certified H/MAC Inspector	Traffic Control Supervisor/Technician	Certified Bridge Construction Inspector	Certified Drilled Shaft Inspector	Certified Traffic Signal Inspector
Mark Mutch - HPR	■	■	■	■	■	■	
Bob Fisher - HPR	■	■	■	■			
Beau Braman - HPR	■	■	■	■			
Jake Wisner - HPR	■	■	■	■			
Amber Corsen - HPR						■	
Brian Copeland - DKS							■
Scott Mansur - DKS							■
Dana Beckwith - DKS							■
Colette Snuffin - DKS							■
Nate Schroeder - DKS							■
John Adkins - OBEC	■	■	■		■	■	■
Justin Bernt - OBEC	■	■	■		■	■	
Garrick Doll - OBEC	■	■	■		■	■	
Tyler Douglas - OBEC	■	■	■		■	■	
Gordon Drake - OBEC	■				■	■	
Bob Dubanski - OBEC	■	■	■		■	■	
Gary Gilliam - OBEC	■	■	■		■	■	
Guy Hakanson - OBEC	■					■	
Mike Hawkins - OBEC	■	■	■		■	■	
Marissa Himmel - OBEC	■	■	■		■	■	
Jason Kelly - OBEC	■	■	■		■	■	
Steve Littrell - OBEC	■	■	■		■	■	
Stewart McCornack - OBEC	■		■		■	■	
Mike McNulty - OBEC	■	■	■		■	■	■
Pat Moore - OBEC	■		■		■	■	
Steve Sparkman - OBEC	■	■	■			■	
Bob Thompson - OBEC	■	■	■		■	■	
Allen Rieke - AP	■	■	■		■	■	■
Gary Olson - AP	■		■		■		
Jeremy Morris - AP	■				■		
Liesl Stevens - AP	■				■		



### 2.2.3 GENERAL QUALIFICATIONS

#### Team Qualifications and Proficiencies

Harper Houf Peterson Righellis Inc. (HHPR) is an **Oregon Owned Business** that was founded in 1990 to create a new type of engineering firm focusing on client satisfaction. HHPR offers full service offices in Portland and Bend, Oregon; and Vancouver, Washington. HHPR's staff of more than 75 employees includes licensed Professional Civil, Environmental, and Structural Engineers, Landscape Architects, Surveyors, Certified Planners, Certified Project Managers, Engineers-In-Training, Designers/CAD Specialists, and office support.

HHPR has been recognized both locally and nationally as a top engineering firm. In 2009, HHPR was voted Employer of the Year by the Portland Chapter of the Women's Transportation Seminar, and was the only Oregon Firm selected as one of 22 national 2009 Pinnacle Award Winners for Engineering by ZweigWhite. HHPR has been ranked four times over the last six years by CE News Magazine as one of the top 50 engineering firms. HHPR has won multiple ACEC project Awards, Federal Highway Administration National Award for Leadership in Utility Relocation, and recently Sunnyside Road Phase 3B was selected by McGraw Hill as the Top Transportation Project in Oregon in their 2009 Best of the Northwest Awards.

Over the last 19 years, HHPR has grown to one of the 10 largest engineering firms in Oregon, and is the 4th largest Engineering Firm that calls **Oregon** home (official headquarter offices, based upon 2009 Oregon Business Journal Publication). As we have grown, we have hired local engineers, surveyors, planners, and landscape architects who are committed to quality service. We have numerous staff members who graduated from local institutions such as Oregon State University, Portland State University, University of Oregon, University of Portland, and the Oregon Institute of Technology. HHPR's professionals know and love the State of Oregon.



HHPR brings a fresh approach and a skill set that can be utilized by ODOT, and we share the strong common values that make **Oregon** a unique place to live. We are excited about accommodating new and innovative engineering

technologies to meet the future transportation growth and demands in the State. HHPR has experience in cutting edge project elements such as "Green Street" Design for Transportation Projects, Roundabout Design (single and two lane), sustainable design practices, and fish passage and creek restoration design.

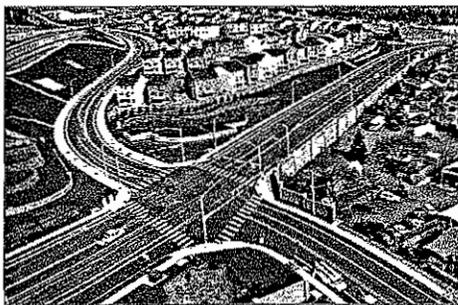
<ul style="list-style-type: none"> <li>◆ Nine Years of Experience working under the ODOT Local Agency On-Call Contract including the last six as a Prime Consultant. HHPR has invested in extensive time and effort into Project Delivery Skills for Local Agencies and can produce documents in both AutoCad and Microstation formats.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Strong Roadway Design Skills: HHPR was rated #1 on the 2006 Local Agency On-Call for Roadway in the Tier II evaluation process and is on ODOT's statewide discipline specific Roadway On-Call Contract. HHPR has strong skills in roadway designs from a rural roadway to regionally significant Urban Arterial project. HHPR has experience working with Local Agencies on interchange layouts, roundabout designs, and regional trail projects.</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has strong project scoping and cost estimating skills, and have been trusted by many agencies to provide high-level cost estimating services.</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has demonstrated Successful Management of Federally Funded multi-discipline projects with complex NEPA analysis, documentation and environmental permitting.</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has a Demonstrated Expertise in "Green Street" Design and Low Impact Development. HHPR has been on the forefront of providing design and construction services for the latest approaches and guidelines for "Green Street" stormwater facilities in Oregon.</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has extensive expertise in stormwater design for Transportation Improvements and extensive knowledge of NMFS stormwater guidance for Local Agency Transportation Projects.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Extensive expertise in the preparation of contract documents using the ODOT/APWA Standard Specifications</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has assembled a team of highly qualified and experienced bridge and structural engineers that can provide necessary services around the State of Oregon.</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has completed hundreds of utility projects for Local Agencies over the years, including sanitary sewer and water system design. HHPR understands the needs and challenges working with Franchise Utilities, and has skillfully worked to coordinate the relocation of impacted utilities, including "undergrounding" utilities.</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has developed a strong Public Involvement resume, and produces websites for many Local Agency projects. Log on to <a href="http://www.hhpr.com">www.hhpr.com</a> for examples.</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR has ODOT Certified Construction Management Staff</li> </ul>
<ul style="list-style-type: none"> <li>◆ HHPR is a firm that many Oregon Local Agencies have grown to <b>TRUST</b> to complete their Projects.</li> </ul>



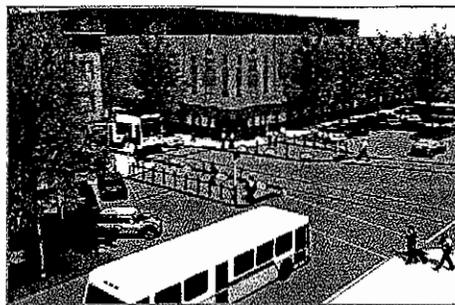
Project	Roadway/Traffic	Bridge/Structure	Utilities	Public Involvement	Environmental Permitting	Right-of-Way	Enhancements	Construction Engineering	Location	ODOT Region	Funding
<ul style="list-style-type: none"> <li>■ Green Street</li> <li>■ Roundabout Design</li> </ul>											LPA = Local Public Agency
<b>Harper Houf Peterson Righellis Inc. Relevant Project Experience Over the Last Three Years</b>											
■ E. Burnside Couch Couplet	■	■	■	■	■	■	■	■	City of Portland	1	Federal, Local Agency
Sunnyside Road - Phase 2 and 3A	■	■	■	■	■	■	■	■	Clackamas County	1	Federal, State, LPA
I-5: North Macadam Interchange Layouts	■	■	■			■	■		City of Portland	1	Local Agency
Stafford/Borland Roundabout	■		■	■	■	■	■	■	Clackamas County	1	Local Agency
Sunnyside Road - Phase 3B	■	■	■	■	■	■	■	■	Clackamas County	1	Federal, State, LPA
■ ■ SE 172nd Ave. - Hwy 212 to Sunnyside	■	■	■	■	■	■	■	■	City of Milwaukie	1	Local Agency
■ ■ Hwy 212 - Lawnfield Road Connector	■	■	■	■		■	■	■	City of Happy Valley	1	Local Agency
Logus Road Street Improvements	■		■	■	■	■	■	■	Clackamas County	1	State & Local Agency
ODOT Region 1 STIP Scoping	■	■	■		■	■	■		ODOT	1	State
■ W. Burnside Couch - Preliminary Design	■	■	■	■	■	■	■		City of Portland	1	Local Agency
■ Trolley Trail (Jefferson to Glen Echo)	■	■	■	■		■	■	■	North Clackamas Parks & Recreation District	1	Federal, State, LPA
Salmo Road: Barrington Dr. to Rosemont Rd.	■		■					■	City of West Linn	1	Federal Funds (ARRA)
Jackson Street: Main Street to 21st Avenue	■		■	■	■	■	■	■	Milwaukie/TriMet	1	Federal Funds (ARRA)
OR 8: N. 10th Ave. to N. 19th Ave. (Adair)	■		■	■	■	■	■	■	City of Cornelius	1	Federal, Local Agency
■ 125th Ave. Extension Alternatives Analysis	■	■	■	■	■	■	■	■	City of Beaverton	1	Local Agency
■ Rock Creek Boulevard Arterial	■	■	■	■	■	■	■	■	City of Happy Valley	1	School Bond Measure
■ Laurelwood Ave & 87th Ave Sidewalks	■		■	■	■	■	■	■	City of Beaverton	1	Federal Funds (ARRA)
SW Cedar Hills/Farmington Road Signal	■								City of Beaverton	1	Federal Funds (ARRA)
Washington County Signal Retiming	■								Washington County	1	Federal Funds (ARRA)
■ NE Cully Blvd. Streetscape Improvements	■		■	■	■	■	■	■	City of Portland	1	Local Agency
■ NE 117th Avenue, Multnomah to Halsey	■		■	■	■	■	■	■	City of Portland	1	Local Agency
Meyers Road Extension	■		■	■	■	■	■	■	City of Oregon City	1	Local Agency
Dubarko Road - Phase 2	■	■	■	■	■	■	■	■	City of Sandy	1	State & Local Funding
MLK - Columbia Transportation Imp.	■			■		■	■		City of Portland	1	Metro Grant
Adams Avenue North to Hwy 99W	■	■	■	■	■	■	■	■	City of Sherwood	1	Local Agency
Bay Boulevard Improvements	■		■	■	■	■	■	■	City of Newport	2	Federal Funds (ARRA)
Newport City Streets Resurfacing	■		■					■	City of Newport	2	Federal Funds (ARRA)
"C" Street Improvements	■	■	■	■	■	■	■	■	City of Silverton	2	Local Agency
North Front Street Improvements	■	■	■	■	■	■	■	■	City of Woodburn	2	State, Local Agency
Multiple Pacific City Road Improvements	■		■	■	■		■	■	Pacific City, OR	2	Private Funding
Highway 62 Corridor Solutions Project						■			Medford (ODOT)	3	Federal and State
4th and Revere ADA Improvements	■		■			■	■	■	City of Bend	4	Local Agency
Bend Phase 1 ADA Improvements	■		■			■	■	■	City of Bend	4	Local Agency
■ OR Highway 197 Roundabout	■		■		■				City of The Dalles	4	Private Funding
OR Highway 97 Widening	■		■		■		■	■	City of Madras	4	Private Funding
Sisters TSP Cost Estimating	■	■	■	■		■	■		City of Sisters (sub)	4	Local Agency
NW 19th Street Improvements								■	City of Bend	4	Contractor



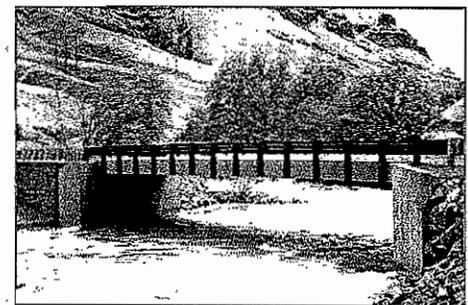
Project	Roadway/Traffic	Bridge/Structure	Utilities	Public Involvement	Environmental Permitting	Right-of-Way	Enhancements	Construction Engineering	Location	ODOT Region	Funding
<ul style="list-style-type: none"> <li>■ Green Street</li> <li>■ Roundabout Design</li> </ul>											LPA = Local Public Agency
<b>Pending Projects (HHPR selected and SOW Prepared )</b>											
■ Tigard Main Street	■	■	■	■	■	■	■	■	City of Tigard	1	Federal, State, LPA
OR8: N. 10th Ave. – N. 19th Ave. (Baseline)	■	■	■	■	■	■	■	■	City of Cornelius	1	Federal, State, LPA
Blue Lake Park Trail	■	■	■	■	■	■	■	■	Metro	1	Federal
<b>Subconsultant Projects (OBEC)</b>											
U.S. Courthouse Transportation Imp.	■	■	■	■	■	■	■	■	City of Eugene	2	Federal
Middle Fork Willamette River Loop Path	■	■	■	■	■	■	■	■	Willamalane PRD	2	Federal
Port of Siuslaw Infrastructure Improvements	■	■	■	■	■	■	■	■	City of Florence	2	Federal and LPA (Port)
69th Street: Thurston Road to B Street	■	■	■	■	■	■	■	■	City of Springfield	2	Federal
OR 214: Front Street Ramp - Progress Way	■	■	■	■	■	■	■	■	City of Woodburn	2	Federal
North Umpqua River (Brown) Bridge	■	■	■	■	■	■	■	■	Douglas County	3	Federal and LPA
Hazel Street: 9th to 10th Street Paving	■	■	■	■	■	■	■	■	City of Central Point	3	Federal (CMAQ)
Ashland City Streets Pavement Overlay	■	■	■	■	■	■	■	■	City of Ashland	3	Federal (ARRA)
Bear Creek Greenway Trail	■	■	■	■	■	■	■	■	City of Medford	3	Federal
Elm and M Street Paving	■	■	■	■	■	■	■	■	City of Jacksonville	3	Federal (CMAQ)
<b>Subconsultant Projects (Anderson Perry)</b>											
Eagan Ave: Monroe St. to E. St.	■	■	■	■	■	■	■	■	City of Burns	5	State
Barnhart Road - Airport Connector	■	■	■	■	■	■	■	■	City of Pendleton	5	State and Local
North Fork Owyhee River Bridge	■	■	■	■	■	■	■	■	Malheur County	5	Federal (HBP)
Wildcat Creek Bridge	■	■	■	■	■	■	■	■	Wallowa County	5	Local
Wingville Lane Chip Seal	■	■	■	■	■	■	■	■	Baker County	5	Federal (ARRA)
Donner and Blitzen Bridge	■	■	■	■	■	■	■	■	Harney County	5	Federal (ARRA)
<b>Subconsultant Projects (URS)</b>											
Portland Streetcar Eastside Loop Extension	■	■	■	■	■	■	■	■	City of Portland	1	Federal and Local
Franklin Boulevard Redevelopment	■	■	■	■	■	■	■	■	City of Springfield	1	Federal and Local
<b>Subconsultant Projects (CH2M HILL)</b>											
East Columbia to Lombard Connector	■	■	■	■	■	■	■	■	City of Portland	1	Federal, State, LPA
Airport Way Rehabilitation	■	■	■	■	■	■	■	■	Port of Portland	1	Federal, Local Agency
SW 124th Ave/Myslony St.	■	■	■	■	■	■	■	■	City of Tualatin	1	Local Agency



Sunnyside Road, Phase 2 - Clackamas County OR (HHPR Project)



W. Burnside/Couch Couplet Preliminary Design - Portland, OR (HHPR Project)



ODOT/Wallowa County – Imnaha River Bridge (Anderson Perry Project)



### E. Burnside/Couch Couplet, Portland, Oregon

HHPR's multi-disciplinary team provided project management, design and is currently providing construction engineering, and construction administration and inspection services on this federally funded project. The project creates a one-way couplet with E. Burnside and NE Couch Streets between NE 14th Avenue and NE MLK Boulevard. The project includes the construction of curb extensions, streetlights, street trees, "green street" features and signalizes all intersections along both streets. A two block segment of Sandy Boulevard will be abandoned reducing the number of legs at the existing intersection of Sandy/12th Avenue/Burnside. The roadway along the corridors will be reconstructed or resurfaced. The design process included development of "green street" concept alternatives as well as alternatives analysis of various structural and non structural options for the new roadway connection from Couch Street onto the Burnside Bridge.

Work included:

- ◆ Project Management
- ◆ Public Involvement Support
- ◆ Alternatives Analysis
- ◆ Estimating
- ◆ Value Engineering
- ◆ Roadway Design
- ◆ Bridge and Wall Design
- ◆ Stormwater Design
- ◆ Sanitary Sewer Design
- ◆ Landscape Design
- ◆ Signal and Interconnect Design
- ◆ Street Lighting Design
- ◆ Signing and Striping
- ◆ Temporary Traffic Control
- ◆ Erosion Control
- ◆ Specifications
- ◆ Categorical Exclusion environmental documentation:
  - Historic Resource Baseline Report,
  - Section 106 Documentation (DOE and FOE),
  - Phase 1 Archaeological Survey,
  - Noise Analysis and Memo,
  - No Effect Memo for ESA
  - Level 1 Hazardous Materials Assessment
- ◆ Geotechnical Investigations and Reports
- ◆ Hydraulics Report
- ◆ Right-of-way Acquisition Services
- ◆ Alignment Development and Analysis
- ◆ Signal Timing
- ◆ Bid Support
- ◆ Utility Coordination
- ◆ Construction Engineering Services
- ◆ Construction Inspection and Assistant Construction Tech
- ◆ Assistant Construction Project Management

**Major Arterial Roadway**  
**Total Project Cost: \$17.8 Million**  
**Federally Funded ODOT Local Agency Project**

#### SUBCONSULTANTS

- DKS Associates*
- GeoDesign*
- Pavement Services Inc.*
- Mason, Bruce & Girard*
- Michael Minor and Associates*
- Archeological Investigations NW*
- Hanna, McEldowney & Associates*

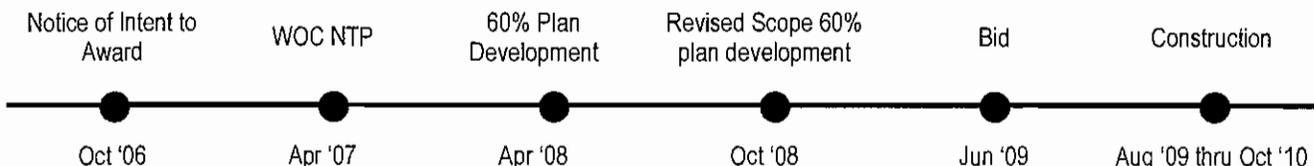


**Schedule and Budget:** HHPR's team completed all of the project's design work within budget. The Work Order Contract was broken down as follows: Design Contract - \$2,260,072 including ROW Services; Amendments for additional design services requested - \$486,100; Construction Service Contract - \$544,256 plus \$98,281 in contingency.

Amendments to the design WOC were based upon requested project scope changes. The project originally was estimated to cost \$22,300,000, however, in July 2008, as the team was

developing 90% plans within budget and on schedule, the City determined that the Central Eastside Urban Renewal Area would not likely generate enough revenue to cover their portion of the project budget. As a result, the project's budget was cut by over 4.5 million dollars to \$17,800,000. This required significant modification to the project's construction scope. The contract for design services was modified based on the new project scope and the project team reissued 30% and 60% plans within the original project schedule and under the amended budget.

#### Timeline





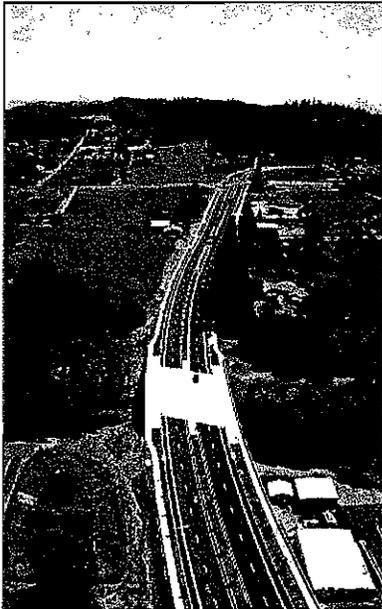
### Sunnyside Road Phase 3B, Clackamas County, Oregon

HHPR provided project management, engineering design, environmental permitting, and construction management services for road widening and reconstruction of Phase 3B of Sunnyside Road which was funded with OTIA III and Federal Funds. The work included the installation of a new bridge over Rock Creek. HHPR completed a supplemental EA for the project which was approved by FHWA, and led the extensive environmental permitting, and right-of-way acquisition. Final construction of the project was completed in 2009. Work included:

- ◆ Project Management
- ◆ Survey Services
- ◆ Roadway Design
- ◆ Pavement/Geotechnical Design
- ◆ Bridge and Box Culvert Design
- ◆ Stormwater Design (Conveyance, Treatment, Detention)
- ◆ Bridge/Culvert Hydraulics
- ◆ Scour Analysis
- ◆ Creek/Habitat Restoration
- ◆ Wetland Delineation and Impact Mitigation
- ◆ Traffic Signal and Interconnect Design
- ◆ Sanitary Sewer Design
- ◆ Waterline Crossing on Bridge
- ◆ Utility undergrounding
- ◆ Detailed Staging Plans
- ◆ Street Lighting Design
- ◆ Landscape Architectural Design
- ◆ Public Involvement
- ◆ NOAA Fisheries Consultation
- ◆ Corps of Engineers Permitting
- ◆ DEQ Coordination and Permitting
- ◆ DSL Permitting including ODFW Coordination
- ◆ Air and Noise Assessment
- ◆ Cultural and Historic Resource Assessment
- ◆ Right-of-Way Acquisition Services
- ◆ NEPA Documentation (Supplemental EA)
- ◆ Bidding Services
- ◆ Construction Management

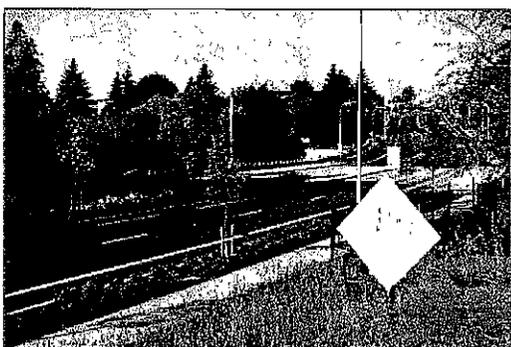
**Major Arterial Roadway**  
**Total Project Cost: \$ 20 Million**  
**Federally Funded ODOT Local Agency Project**

**SUBCONSULTANTS**  
*OBEC Consulting Engineers*  
*DKS Associates*  
*Cameron McCarthy Gilbert & Scheibe*  
*Pavement Services Inc.*  
*Mason, Bruce & Girard*  
*Michael Minor and Associates*  
*Heritage Research Associates*  
*Hanna, McEldowney & Associates*

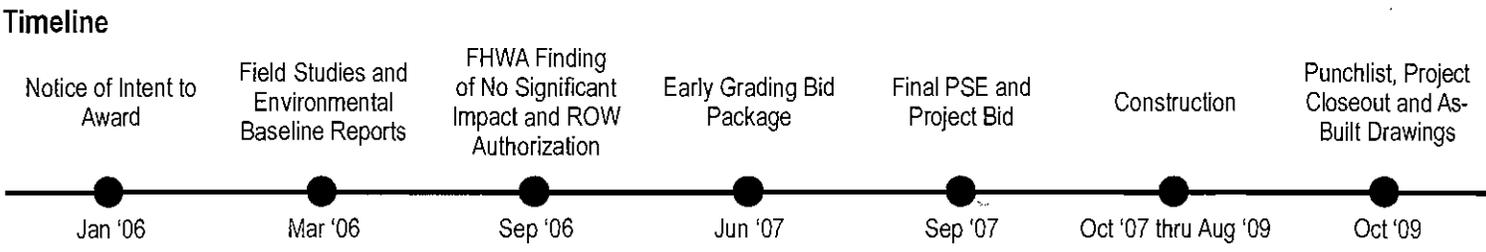
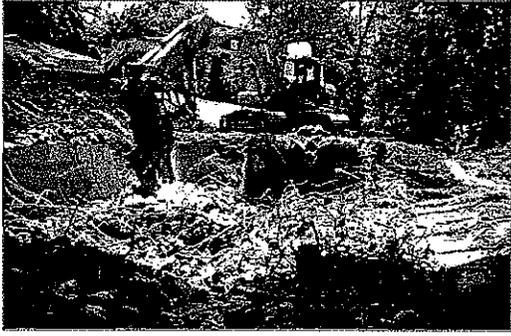


**Budget:** HHPR and team completed all of the work within Budget including the PSE and Construction Contract Work which was broken down as follows: PSE Contract: \$1,309,227 including ROW Services; Construction Service Contract: \$950,000

**Schedule:** The HHPR team completed all work on schedule, and the construction of the project was completed on time. HHPR worked with ODOT and Clackamas County staff to complete this very complex project that included two project bid schedules, extensive environmental permitting, preparation of a Supplemental EA that was approved by FHWA, extensive Right-of-Way acquisition, a limited 45-day in-stream work window and extensive utility relocation.



*2009 McGraw-Hill Best of 2009 Oregon Transportation Project*





### SE 172nd Avenue – Highway 212 to Sunnyside Road, Clackamas County Oregon

HHPR provided surveying, project management, engineering design, environmental permitting, and construction management services for over a mile of improvements to SE 172nd Avenue in Clackamas County. The project includes creek and habitat restoration, construction of a two-lane roundabout, and the first "Green Street" constructed by Clackamas County DTD. The project required over 80 parcels of land acquisition, and extensive coordination with DEQ and NOAA Fisheries on the approval of the "Green Street" design. The project is currently under construction.

#### Work included:

- ◆ Project Management
- ◆ Survey Services
- ◆ Roadway Design
- ◆ Pavement/Geotechnical Design
- ◆ Box Culvert and Retaining Wall Design
- ◆ Stormwater Design (Conveyance, Treatment, Detention)
- ◆ Box Culvert Hydraulics
- ◆ Scour Analysis
- ◆ Creek/Habitat Restoration
- ◆ Wetland Delineation and Permitting
- ◆ Traffic Signal/Interconnect Design
- ◆ Hwy 212 Improvements
- ◆ Street Lighting Design
- ◆ Sanitary Sewer Design
- ◆ Landscape Architectural Design
- ◆ Public Involvement
- ◆ NOAA Fisheries Consultation
- ◆ Corps of Engineers Permitting
- ◆ DEQ Coordination and Permitting
- ◆ DSL Permitting including ODFW Coordination
- ◆ Air and Noise Assessment
- ◆ Cultural and Historic Resource Assessment
- ◆ Right of Way Acquisition Services
- ◆ Bidding Services
- ◆ Construction Management



Connection to Hwy 212

**Budget:** HHPR and team had the following budget for the project: Final PSE Contract: \$2,099,158.

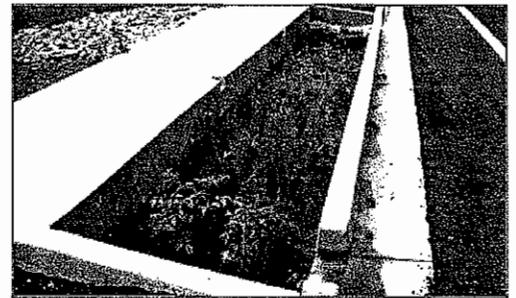
Construction Service Contract: \$940,938. One contract amendment for \$132,000 was executed during the project to expand the scope of service to include the design of a two-lane roundabout and frontage road. This work included additional survey, expanded public involvement, design, and ROW acquisition.

**Schedule:** The HHPR team completed all work on schedule, and the construction of the project will likely finish months ahead of schedule. HHPR worked through a very complex project including acquisition of over 80 parcels of land that included 15 relocations, extensive environmental permitting, approval of the first "Green Street" by WES, ODOT permitting of Highway 212 improvements, staged construction to ensure access to a newly constructed school, a limited 45-day in-stream work window and extensive utility relocation.

**Major Arterial Roadway with Green Street and 2-lane Roundabout**  
**Total Project Cost: \$ 25 Million**

#### SUBCONSULTANTS

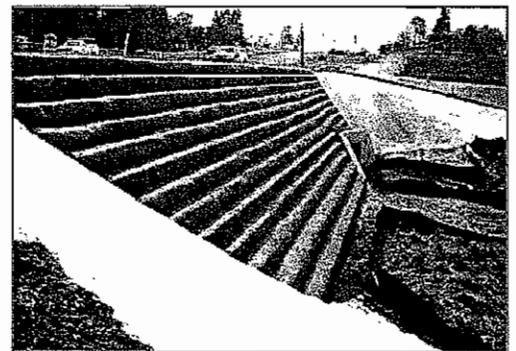
- DKS Associates*
- GeoDesign*
- Pavement Services Inc.*
- Mason, Bruce & Girard*
- Michael Minor and Associates*
- Heritage Research Associates*
- Hanna, McEldowney & Associates*



Green Street Planter



Two-lane roundabout under construction



Vegetated soil wrapped walls around box culvert

#### Timeline





### 2.2.4 CAPABILITIES

#### Proposer’s Staffing Levels

HHPR has tailored our team to fit the specific needs of the ODOT Statewide on-call services contract. The HHPR project team consists of professionals who have the expertise and experience in street design, transportation planning and engineering, structural design, traffic systems option analysis, public involvement and participation, storm system design including water quality treatment, environmental permitting and documentation, signal system and street lighting design, right-of-way acquisition, landscape architecture and urban design, rail design, sustainable design (“Green Streets”), pre-design and construction survey, pavement and geotechnical investigation, hazmat investigation, air and noise studies, and construction management, engineering and inspection services. HHPR’s team consist of the following:

#### Breakdown by Staff Type

Civil Engineers - Roadway/Drainage/Utilities	120
Bridge/Structural Engineers	43
Traffic Engineers	84
Geotechnical/Geologists/Pavement Designers	29
Landscape Architects/Urban Designers/Planners	15
Surveyors	40
Environmental Scientists	140
Right-of-Way Specialists	31
Public Involvement Specialists	32
Construction Specialists	93
Support Staff/Cad Techs	190
<b>Total Staff Available to Support HHPR On-Call Team</b>	<b>817</b>

#### Statement on Proposer’s Capacity

Given the HHPR team structure and capacity, accommodating varying levels of assigned work and meeting the necessary schedules is not an issue and will not create any limitations for the HHPR team and Local Agencies. The HHPR team of 25 consulting firms offers the Local Agencies over 800 professional staff members to utilize in order to meet the project and agencies’ needs. In general, the HHPR team has the capacity to handle \$82 million in fees in a one year period.

Given these resources, tailoring specific teams to the needs of individual efforts can be accomplished easily. This abundance of capacity will dampen the peaks and valleys of project assignments necessary to meet schedule milestones for the Local Agencies.

#### Accommodating work in Various Parts of the State

Harper Houf Peterson Righellis Inc. is an Oregon business located in Oregon. Our headquarters are located in Portland and we maintain a full service office in Bend. HHPR provided cost effective service for Projects around the state from Medford (Highway 62 EIS) to Portland (E. Burnside/Couch Couplet), and from the Coast to Eastern Oregon. We have numerous on-call contracts with ODOT, in addition to a statewide on-call contract for the State Board of Higher Education. The majority of our subconsultants are located in the Portland area. OBEC maintains offices in Eugene, Salem and Medford. DKS maintains offices in Portland and Salem. Kittelson & Associates maintains offices in Portland and Bend. Anderson-Perry maintains offices in La Grande and Medford. HBH Consulting Engineers also maintains an office in Medford.

Many Local Agencies use HHPR to provide engineering services. HHPR being on the On-Call List allows us to serve many of our Local Agency clients on State and Federally Funded Contracts. HHPR has worked for the following agencies:

#### Oregon Public Agencies

- ◆ City of Beaverton
- ◆ City of Bend
- ◆ City of Brownsville
- ◆ City of Canby
- ◆ City of Clatskanie
- ◆ City of Cornelius
- ◆ City of Creswell
- ◆ City of Durham
- ◆ City of Estacada
- ◆ City of Forest Grove
- ◆ City of Gaston
- ◆ City of Gresham
- ◆ City of Happy Valley
- ◆ City of Hood River
- ◆ City of Madras
- ◆ City of McMinnville
- ◆ City of Milwaukie
- ◆ City of Newberg
- ◆ City of Newport
- ◆ City of North Bend
- ◆ City of Oregon City
- ◆ City of Portland
- ◆ City of Redmond
- ◆ City of Salem
- ◆ City of Sandy
- ◆ City of Sherwood
- ◆ City of Silverton
- ◆ City of Sisters
- ◆ City of Tigard
- ◆ City of Troutdale
- ◆ City of Tualatin
- ◆ City of West Linn
- ◆ City of Wilsonville
- ◆ City of Wood Village
- ◆ City of Woodburn
- ◆ Clackamas County
- ◆ Deschutes County
- ◆ Hood River County
- ◆ Lewis County
- ◆ Lincoln County
- ◆ METRO
- ◆ Port of Cascade Locks
- ◆ Port of Coos Bay
- ◆ Port of Morrow
- ◆ Port of St. Helens
- ◆ Port of Tillamook
- ◆ Sherman County
- ◆ Port of Umatilla
- ◆ Tillamook County Public Works
- ◆ TriMet
- ◆ Washington County

#### Current On Call Services (Oct 2009)

- ◆ City of Beaverton
- ◆ City of Portland PBOT
- ◆ City of Eugene
- ◆ City of Milwaukie
- ◆ City of Oregon City
- ◆ City of Salem
- ◆ City of Tualatin
- ◆ City of Wilsonville
- ◆ Clean Water Services
- ◆ Oregon Department of Transportation (multiple)
- ◆ TriMet
- ◆ Portland Development Commission
- ◆ Portland Parks & Recreation
- ◆ Washington County DLUT



### HHPR's Existing ODOT On-Call Contracts

- ♦ ODOT Statewide Right-of-Way and Surveying Services Contract (#2 Ranking)
- ♦ ODOT Statewide – OTIA III (Subconsultant to OBEC)
- ♦ ODOT Roadway Design – Discipline Specific Statewide Contract (#5 Ranking)
- ♦ ODOT Stormwater Design – Discipline Specific Statewide Contract (#1 Ranking)
- ♦ ODOT Region 1/Statewide - Local Agency On-Call Contract (Ranked #1 in Roadway Design in Tier 2 Process Selection). Note: HHPR is a prime in Region 1; and a Subconsultant to OBEC statewide.
- ♦ ODOT Transportation Planning On-Call – Region 1 and Statewide (Subconsultant to DKS)
- ♦ ODOT On-Call Personal Services A&E Traffic & Transportation Engineering Planning Services (Subconsultant to DKS)
- ♦ ODOT On-Call Planning & Transportation Engineering Services (Subconsultant to DKS)
- ♦ ODOT Architectural, Engineering, Land Surveying and Related Services for TGM Program (Subconsultant to DKS)
- ♦ ODOT Statewide A&E Contract (Subconsultant)

The following chart shows the Type of Service each firm will provide, the region in which the firm will provide these services (shaded), and in which regions the firm has an office (■).

	Region 1	Region 2	Region 3	Region 4	Region 5
<b>Final PSE and Supporting Services</b>	<b>Roadway</b>				
	HHPR	■		■	
	Anderson Perry				■
	OBEC	■	■	■	
	HBH Consulting Engineers	■		■	
	<b>Rail and Transit Design</b>				
	HHPR	■		■	
	URS	■	■		
	<b>Traffic Engineering</b>				
	DKS Associates	■	■		
	Kittelson Associates	■		■	
	<b>Bridge and Structures Design</b>				
	HHPR	■			■
	Anderson Perry				■
	OBEC Consulting Engineers	■	■	■	
	CH2M HILL	■	■	■	
	<b>Stormwater Management and Hydraulic Design</b>				
	HHPR	■			■
	Anderson Perry				■

	Region 1	Region 2	Region 3	Region 4	Region 5
<b>Final PSE and Supporting Services</b>	<b>Sustainable Design "Green Street"</b>				
	HHPR	■		■	
	<b>Utility Design and Coordination</b>				
	HHPR	■		■	
	Anderson Perry				■
	OBEC	■	■	■	
	<b>Geotechnical, Pavement, Hazmat</b>				
	GeoDesign	■			
	Pavement Services Inc. (PSI)	■			
	Kleinfielder	■			■
	<b>Enhancements</b>				
	HHPR	■			■
	CMGS			■	
	ZGF Architecture	■			
	<b>Public Involvement</b>				
	HHPR	■			■
	Slyman Planning Resources	■			
	JLA Public Involvement	■			
	<b>Environmental</b>	<b>NEPA Documentation (CE Closeout, EA, EIS)</b>			
HHPR		■			■
CH2M HILL		■	■	■	
URS		■	■		
Wannamaker Consulting		■			
Mason, Bruce & Girard		■	■		
<b>Air and Noise Analysis</b>					
Michael Minor and Associates		■			
Air Sciences		■			
CH2M HILL		■	■	■	
<b>Archeological and Historic Resources</b>					
AINW		■			
Heritage Research Associates			■		
CH2M HILL		■	■	■	
<b>Construction</b>	<b>CA/CEI</b>				
	HHPR	■			■
	Anderson Perry				■
	OBEC	■	■	■	
	Kleinfielder	■			■
	KE and Associates	■			
	DKS Associates	■	■		

Please note that the Oregon Statewide Map shown in Section 2.2 shows the location of each firm associated with the HHPR team.



## 2.2.5 PROJECT TEAM AND QUALIFICATIONS

### Extent of Principal Involvement

Dan Houf, Chuck Harper and Ron Peterson are the three Principals of Harper Houf Peterson Righellis Inc. (HHPR). All have taken active roles on past ODOT Local Agency projects, and will take similar active roles in the upcoming ODOT Local Agency on-call contract. Dan, Chuck and Ron are actively involved daily in project development and design, bringing a combined 70 years of engineering experience on projects within the State of Oregon. HHPR's principals are still very active day-to-day in project development and engineering, and are not just figureheads of the company.



#### **Dan Houf, P.E. – Principal-In-Charge and Project Work Order Manager**

Dan Houf is a Principal and Vice President of Harper Houf Peterson Righellis Inc., and is a registered civil and environmental engineer in Oregon with over 21 years of experience. Dan

**will serve as Principal-in-Charge for the Local Agency On-Call Contract and will also serve as one of HHPR's work order project managers.** While at HHPR, Dan has engineered and managed many public works projects from the initial field investigations all the way through construction, and has the broad technical experience necessary to guide the project through the entire development process. Dan has managed over \$125 million of Local Agency transportation improvement projects over the last ten years, and has served as the principal-in-charge for the last nine years on HHPR's ODOT on-call contract for Local Agencies. He has extensive experience leading Federal, State, and Locally funded multi-discipline complex transportation projects.

*Dan has managed projects that have been recognized with the following awards:*

- ◆ Sunnyside Road – Phase 1: 2005 ACEC Grand Award
- ◆ Sunnyside Road – Phase 2 and 3A: 2006 FHWA – Excellence in Utility Accommodation and Relocation
- ◆ Sunnyside Road – Phase 3B: McGraw Hill Northwest Construction 2009 Best of Awards – Top Oregon Transportation Project

Dan has served on the ODOT/ACEC liaison committee and has attended and participated in many ODOT Local Agency training classes including the Statewide Local Agency Delivery Conferences. Dan ensures that HHPR allocates necessary resources for ODOT local Agency projects, including training, software purchases, staff development, hiring, and that the full resources of HHPR are committed to the service of ODOT and the Local Agency clients. Dan has set a company framework to organize in-house Microstation Inroads training and set out a goal to have all HHPR inspectors certified through ODOT.

### Managing Complex Projects and Multidisciplinary Teams

Dan Houf has managed many complex projects and multi-discipline teams. This includes management of all Phase of the Sunnyside Road Project (\$88 Million -10 year project); SE 172nd Avenue Improvements, Rock Creek Boulevard Improvements; Meyers Road Improvements; North Main Street Reconstruction, Milwaukie Oregon; Farmington Road – Hocken to Murray.



#### **Chuck Harper, P.E. – Principal-In-Charge of Quality Control/Quality Assurance**

Chuck Harper, P.E. is a co-founder and President of Harper Houf Peterson Righellis Inc. and is a registered civil and environmental engineer in Oregon. Chuck will serve as HHPR's

Quality Control Manager for the ODOT Local Agency on-call contract. Since 1979, Chuck has provided engineering design and construction services for site, street, water, sewer, drainage, utility system, and land development projects. Chuck also has extensive experience in site, municipal and highway design and construction.

### Managing Complex Projects and Multidisciplinary Teams

Chuck Harper has managed many complex projects and multi-discipline teams. This includes management of the redevelopment of Main Street in Downtown Vancouver, South Water Redevelopment Project in Downtown Portland, Burton Road, and Padden Parkway (New Pedestrian Bridge and Ramp Improvement crossing I-205 in Vancouver).



#### **Ron Peterson, P.E., LEED AP, – Principal-In-Charge of Sustainable Design**

Ron is a registered civil and environmental engineer in Oregon, and will oversee HHPR sustainability designs for the ODOT Local Agency On-Call. Ron has worked on numerous

Sustainable Projects, including many LEED certified and "Green Street" projects. Ron provides the experience required for all civil related design aspects of the sustainable sites and water efficiency divisions. HHPR has provided engineering for numerous projects involving innovative stormwater management, "Green Streets" and the capture and re-use of stormwater for irrigation and/or building use. Ron has also led many Urban Transit Projects.

### Managing Complex Projects and Multidisciplinary Teams

Ron Peterson has managed many complex projects and multi-discipline teams. This includes management of the Jackson Street Transit Center Plans; NE 117th Avenue Street Improvements, Portland; SW Terwilliger & SW Palater Roundabout Intersection Improvements, Portland; Nimbus Station Washington County Commuter Rail, Beaverton.



**Experience of Project Manager(s) with Similar Interdisciplinary Teams**



**April Siebenaler, PMP**, an Associate with HHPR, will serve as the Lead Work Order Contract (WOC) Coordinator, overseeing all WOC development. April Siebenaler is a project manager for HHPR, who manages complex, high profile, and federally funded projects. She has over 16 years experience with multi-modal transportation planning and engineering project management. April was formerly a project leader for Oregon Department of Transportation (ODOT) where she managed the design phase for projects of statewide significance such as the MLK Viaducts Replacement Project. Prior to her work at ODOT, she spent 10 years as a transportation planner for Multnomah and Clackamas Counties in Oregon.

April has a strong background in working with communities and multi-disciplinary project teams to develop context sensitive and sustainable solutions, integrating strategic planning, design and engineering solutions. April is adept at articulating complex transportation information to diverse audiences. As a certified Project Management Professional (PMP), April has the knowledge and skills necessary to manage intricate projects while keeping them on schedule and within budget.

Managing Complex Projects and Multidisciplinary Teams

April is currently serving as the Project Manager for the E. Burnside/Couch Couplet Project (ODOT Local Agency Project for the City of Portland). She served as Project Manager for the development of preliminary engineering on the West Burnside/Couch Couplet and served as the Assistant Project Manager on SE 172nd Avenue (Sunnyside Road to Highway 62). In addition, as a project leader at ODOT, April led Projects with Statewide Significance.

Additional Proposed Project Managers (Work Order Contract Managers)		
Project Management	Background	Experience Managing Multi-Discipline Projects
<b>Ben Austin, PE</b> Associate Project Manager HHPR, Portland	<ul style="list-style-type: none"> <li>◆ 10 Years of Experience</li> <li>◆ Registered Civil Engineer in OR, WA</li> <li>◆ Extensive experience in "Green Street Design"</li> </ul>	<ul style="list-style-type: none"> <li>◆ Laurelwood Avenue and 87th Avenue Sidewalks, City of Beaverton</li> <li>◆ 125th Avenue Alignment and Green Street Concept Development, City of Beaverton</li> <li>◆ SE 172nd Avenue – Highway 212 to Sunnyside, City of Happy Valley (Assistant PM)</li> <li>◆ Adams Avenue North – Tualatin Sherwood to Highway 99W, City of Sherwood</li> </ul>
<b>Chris Beatty, PE</b> Associate Project Manager HHPR, Portland	<ul style="list-style-type: none"> <li>◆ 19 Years of Experience</li> <li>◆ Registered Civil Engineer in OR</li> <li>◆ Prior to joining HHPR, worked at City of Tigard</li> </ul>	<ul style="list-style-type: none"> <li>◆ Bay Boulevard Sidewalks, Lights, and Paving, City of Newport</li> <li>◆ Dubarko Road Improvements, City of Sandy</li> <li>◆ Hall/Watson Beautification, City of Beaverton</li> <li>◆ "B" Street Improvements, City of Forest Grove</li> <li>◆ Hood/Pleasant Street Improvement, City of Sandy</li> </ul>
<b>Aaron Isenhardt, PE</b> Associate Project Manager HHPR, Portland	<ul style="list-style-type: none"> <li>◆ 13 Years of Experience</li> <li>◆ Registered Civil Engineer in OR, WA, IA</li> <li>◆ Extensive experience in Interchange Design and Layout</li> <li>◆ Worked at ODOT prior to HHPR</li> </ul>	<ul style="list-style-type: none"> <li>◆ MLK/Columbia Transportation Improvement Program, City of Portland</li> <li>◆ Washington County Traffic Signal Retiming, Washington County</li> <li>◆ I-5: North Macadam Interchange Layouts and Estimates, City of Portland</li> <li>◆ OR 62 Corridor Solutions Right of Way Estimate and Technical Report, ODOT</li> <li>◆ Farmington Road Signal Improvements, City of Beaverton</li> </ul>
<b>Ken Ackerman, PE</b> Associate Project Manager HHPR, Portland	<ul style="list-style-type: none"> <li>◆ 17 Years of Experience</li> <li>◆ Registered Civil Engineer in OR &amp; WA</li> <li>◆ Prior to Joining HHPR, worked at Clackamas County</li> </ul>	<ul style="list-style-type: none"> <li>◆ Stafford Borland Roundabout, Clackamas County</li> <li>◆ OR 43: Macadam Avenue, Portland, Oregon</li> <li>◆ OR 8: N. 10th Avenue to N. 19th Avenue, Cornelius</li> <li>◆ Trolley Trail (Milwaukie), North Clackamas Park &amp; Rec District</li> <li>◆ Nimbus Park and Ride - TriMet, City of Beaverton</li> <li>◆ N. Front Street, City of Woodburn</li> </ul>
<b>Dave Olsen, RLA, ALSA</b> Project Manager HHPR, Bend	<ul style="list-style-type: none"> <li>◆ 27 Years of Experience</li> <li>◆ Registered Landscape Architect in OR &amp; WA</li> <li>◆ Worked in Bend for 17 years</li> </ul>	<ul style="list-style-type: none"> <li>◆ City of Sisters, Oregon – ODOT Maintenance Facility Development, City of Sisters</li> <li>◆ Dry Canyon Trail and Pedestrian Improvements, City of Redmond</li> <li>◆ Downtown Enhancement Project, Highway 97, City of Madras</li> <li>◆ Downtown Streets Enhancement Plan, City of Prineville</li> </ul>



## 2.2.6 COST EFFECTIVENESS

### Specific Efforts to Ensure Tasks and Deliverables are Completed in the Most Cost-Effective Manner

HHPR Project Managers track the progress of all projects using the project deliverables list that is developed when the Scope of Work (SOW) is written for the project. The list provides all staff members and subconsultants working on the project a clear goal for each product that must be produced. The estimated time of completion for each task is compared against the actual delivery date. On a very large project, there could be as many as 60 project deliverables. HHPR's competent, well rounded, knowledgeable Project Managers know how and when to start each element of the project, when to distribute project design base maps to subconsultants, and how to systematically deliver a project.

HHPR assigns the right people to the project and keeps them on the project until completion. Consistency of staff throughout the project is a key component to providing cost effective and responsive service. Staff turnover can be a great source of project uncertainty and cost overruns. Personnel changes translate into added costs on the project and failure to meet schedules. HHPR assigns staff that will be consistent throughout a project. We can do this with confidence, as HHPR has very minimal turnover. On all of our ODOT work over the years, the Project Manager who started the project finished the project.

*HHPR has a proven history of delivery of projects on time and within budget including major regional projects such as the Sunnyside Road Project and the E. Burnside/Couch Couplet Project.*

The Project Manager has access to project costs on a weekly basis. Along with our project invoices, each month we prepare a summary of the work completed to date, and provide a spreadsheet to the client showing the level of effort for each staff type completed for each task and sub-task for the previous month, and the project

as a whole. The actual cost of each sub-task is summarized as "percent complete" compared to the overall estimated budget for that task. This early and consistent monitoring of costs provides the Project Manager the tools to make the necessary adjustments to bring the project within budget. Along with the project summary, we also identify any budget issues associated with the project that should be raised and addressed.

### How HHPR Ensures All Travel, Lodging, and Per Diem Expenses are as low as Possible

HHPR and its team maintain offices throughout the State of Oregon. HHPR has assembled a project team that has broad

coverage around the State of Oregon; therefore, we will utilize staff that is local to the project as much as possible. HHPR charges standard mileage rates for travel and does not mark up direct expense costs. We work to minimize the overall costs associated with project travel and specific project expenses. HHPR maintains and purchases state-of-the-art computer equipment. We have the ability to scan and redline large PDF files, and can distribute comments and submittals via Email and FTP site, thus reducing the need for travel. HHPR utilizes wireless technology which allows efficient cost effective data transfer between the field and office.

HHPR has a designated administrative staff member (Sue LeBrun) who is responsible for making reservations and accommodations for all company travel, including survey and construction staff. HHPR reimburses employees per diem expenses based upon the Oregon Accounting Manual (Travel Chapter) put out by the Oregon Department of Administrative Services State Controller's Division for all state agencies. It is based on the IRS and GSA (General Services Administration) federal per diem rates and rules, and is an accountable plan meaning HHPR pays actual costs incurred, which reduces the overall per diem costs. HHPR's specific methods for Expense Cost Containment are outlined as follows:

HHPR Methods for Expense Cost Containment
◆ HHPR does not mark up expenses or subconsultants.
◆ A designated Staff Member makes extended travel arrangements, utilizing company discounts and web based travel arrangements.
◆ Project survey crews DO NOT charge mileage to the project for travel to project sites and search for the most economical overnight lodging and extended stay options for each project.
◆ Per Diem Rates are established per Oregon Accounting Manual (Travel Chapter). HHPR pays actual costs incurred, or flat rate per diem costs, whichever is less, thus reducing overall job costs.
◆ Mileage Reimbursement is based upon Federal Rates.
◆ Use of Wireless Technologies to transfer data between office and field.
◆ Work with Local Agency to determine which elements can be completed by Local Agency Staff (i.e. sewer inspections, etc).
◆ Negotiate Specific Items into long term CA/CEI projects (i.e. flat rate for vehicle use, use of Agency facilities such as job site office).
◆ HHPR makes every effort to efficiently collect field data and limit travel time.



### Specific Methods, Tools, and Processes HHPR Uses to Develop the Estimate for Services

HHPR has developed numerous multi-discipline, multi-task project delivery estimates for Federally Funded Local Agency projects that include both PE and CE services. HHPR starts by working with the Local Agency and ODOT to develop a Statement of Work (SOW) that fits the project needs. HHPR's familiarity and work history with Local Agencies and ODOT goals, policies, procedures, specifications and individual staff at the agency allows our team to tailor our work products and quality control measures to the unique needs of each project, all within the framework of the State and/or Federal Funding requirements. Each SOW is unique; therefore we start projects by clearly defining the project scope with the client. On larger, more complex projects, a site visit with the Local Agency and ODOT Liaison and the project team has been successful in discussing project specifics and defining the project limits and consultant expectations. Key staff members and all subconsultants are involved in the project scope development. After the scope is defined, we estimate fees based on this agreed upon scope. Assumptions are identified and challenged early on to prevent surprises or scope misunderstandings, and contingency items are outlined and included in the scope of services.

### How HHPR Ensures that Estimates for Services are Fair and Reasonable to both the Government and HHPR

PE Services: HHPR has developed and reviewed project cost data over the last 19 years and that history allows us to assess the project development costs vs. the overall construction budget. This has been used for projects large and small and provides HHPR and the client a quick check to determine if the proposed fees and level of effort are consistent with the project scope.

CEI/CA Services: There are many factors that can affect the cost of CEI/CA Services. This includes; the construction cost of the project, location of the project, the physical length of the project, type of work, and project duration. These factors must be used to build assumptions for the level of effort. After the final numbers are compiled, the estimate is checked as a percentage of construction and compared against past projects.

*HHPR has developed strong working relationships with numerous Local Agencies in Oregon. We have worked hard to understand their people and processes, and can tailor our proposal to meet the specific needs of the Agency while working with Federal Funding and ODOT oversight of the Federal Funds.*

HHPR understands what is required of a consulting firm to be cost effective for the benefit of our clients. HHPR understands that providing services that are focused to the Local Agencies and ODOT's goals and project design requirements will result in a successful and well-received project. At HHPR, to the greatest extent possible, we use the actual staff member's hourly rate to determine the overall not-to-exceed cost instead of the maximum billing rate category. This sets a reasonable not-to-exceed amount which is not padded with extra costs.

- ◆ As a well managed company, HHPR has a very low and competitive overhead rate. All Principals of the firm work on projects, and we do not carry corporate figureheads that are only associated with marketing.
- ◆ HHPR has been recognized both regionally and nationally as a top Engineering firm to work for, which leads to a stable staff environment with cost effective service for the client.
- ◆ It is not our firm's approach to "nickel and dime" the Client with multiple requests for minor scope changes. It has always been HHPR's approach that some additional work on a project is incidental to the overall project and paramount to providing quality service to the client. It has been the policy of HHPR to complete our work to the best of our abilities regardless of the remaining budget on a project. Our firm has performed over and over on projects with tight schedules and limited budgets. We have completed our work and served the needs of our clients while working successfully within project constraints.

HHPR Process for Developing Scope of Work and Estimate for Services
◆ Meet with the Local Agency and/or ODOT Liaison to define the limits and intent of the project (Scoping Meeting). Visit project site for more complex projects.
◆ Clearly define the role that Local Agency and ODOT will play in the Contract and outline the anticipated Schedule.
◆ Work with proposed project team to develop a detailed Statement of Work (SOW) and provide a draft to the Local Agency and ODOT Liaison for initial review and comment.
◆ Once the SOW is defined, complete the Breakdown of Costs (BOC) Spreadsheet which provides the Proposed Fee for the project including input from Subconsultants.
◆ Estimates are developed based on the estimated number of sheets needed and cross-checked with the level of effort needed on similar past projects. The assumptions are clearly defined in the SOW to allow for more informed dialog throughout the negotiation process.
◆ Review overall Fee with Local Agency and ODOT Liaison to confirm assumptions and answer questions on the Scope and Fee. Coordinate revisions with Subconsultants.
◆ Establish Contingency Budget Items for SOW if required.
◆ Negotiate allowable Profit using Profit Worksheet.
◆ Finalize Statement of Work (SOW).