

## 2.2.1 UNDERSTANDING OF REQUESTED SERVICES

ODOT, on behalf of local agencies in Oregon, is soliciting for multiple consultants to provide A&E Services on PE and CE related facets of projects from cradle to grave. The professional services provided must be focused on ensuring compliance with federal aid regulations, policies and guidelines. Consultants selected to provide these services must be experts in federal aid and internal ODOT processes to minimize efforts needed from either ODOT or the local agency.

**The WHPacific team has project managers with extensive federal-aid experience assuring successful completion of these projects.** They will ensure that funding eligibility remains intact, project development and delivery processes are open and transparent, and that all appropriate stakeholders participate in the design process to achieve success on each project. The WHPacific team is adept at delivering federal aid projects from design through construction and final close out.

**WHPacific has offices strategically located to serve each region, each with the professional expertise to ensure the successful delivery of federal aid projects. We have experienced project managers and design staff at each of our office locations which assures ODOT and the local agencies that each project will be delivered by an experienced local team.**

**Our staff is supplemented by specialized subconsultant firms located throughout the state, providing services such as geotechnical investigation and reporting, traffic engineering, and environmental compliance.**

### Projects in the STIP

The types of projects to be completed by local agencies in the 2008-2011 and 2010-2013 State Transportation Improvement Plan (STIP) encompass a wide range of services requiring a full service design team.

ODOT works closely with local agencies through the Area Commissions on Transportation (ACTs) and Metropolitan Planning Organizations (MPOs) to provide assistance for delivering projects, including prioritizing some but not all projects placed in the STIP. Local agencies are typically allocated funding in the STIP in the following categories:

- Transportation Enhancement (ENHAN)
- Highway Bridge Rehabilitation & Replacement (HBRR)
- Surface Transportation (STP).
- Congestion Mitigation and Air Quality Improvement Program (CMAQ)
- Metropolitan Planning Funds (PL)

Specific project requirements and the project design approach affected by the funding source. The scope of the project is also clearly defined in the STIP development process.

State-funded projects within the STIP are broader and can be applied to a greater variety and different types of work including such things as safety and rail crossings. Funds are provided both to MPOs (greater than 200,000 population) and directly to local agencies that are not located within an MPO.

### Anticipated STIP Local Agency Projects

We have reviewed the 2010-2013 STIP and identified projects in each region that we either have direct experience with, or have completed work for the local agency as a client. These projects are listed along with a description of our relationship with that agency or project.

### Graphic 1: EXAMPLES OF STIP PROJECTS BY REGION

| Anticipated Projects – REGION 1  | WHPacific's Experience with Client   |
|--|--|
| Harmony Road: 82nd Ave to Highway 224 – Modernization Project; Evaluate widening to 5 lanes and railroad overpass. – Design 2011; – LA Clackamas County                                    | <b>Clackamas County:</b> Designed and performed Contract Administration and Construction Management services for the Ten Eyck Bridge in Clackamas County.                        |
| Division St Reconstruction - SE 6th Ave to 39th Ave. Pedestrian improvements, signals and bicycle access. Design 2010; City of Portland  | <b>City of Portland:</b> Maintained flexible services contract for past 11 years, delivering numerous projects including NE Sandy Boulevard and NW 23rd Ave.                     |
| 82nd Ave / Columbia Intersection Improvements – Modernization Project; Add Ramp Lane, signal, sidewalk and widen – Design 2010, Construction 2011 – LA; Port of Portland                   | <b>Port of Portland:</b> Designed improvements on Lombard St. and NW 23rd Avenue for City. Maintained flexible services contract for past 8 years, delivering numerous projects. |
| NE / SE 50's Bikeway: NE Thompson to SE Woodstock – Bicycle Pedestrian Project; Development of 6.7 mile bicycle & pedestrian route – Design 2010, Construction 2011 – LA; City of Portland | <b>City of Portland:</b> Maintained flexible services contract for past 11 years, delivering numerous projects including NE Sandy Boulevard and NW 23rd Ave.                     |
| Portland Road / Columbia Boulevard; Modernization Project; Assess alignments, PE, R/W and costs – Planning 2010 – LA; City of Portland   | <b>City of Portland:</b> Maintained flexible services contract for past 11 years, delivering numerous projects including Sandy Boulevard and NW 23rd.                            |
| Old TV Highway: Scoggins Creek Bridge # 67140 – Bridge Project; Replace Bridge # 67140 – Design 2012, Construction 2013 – LA; Washington County  | <b>Washington County:</b> Maintained flexible services contract for past 20 years, delivering numerous MSTIP and Federal-aid projects. Timber Bridge Design                      |
| SW Greenburg Rd.: Washington Square to Tiedeman – Modernization project; Widen roadway to 5 lanes – Design 2010, Construction 2011 – LA; City of Tigard                                    | <b>City of Tigard:</b> Designed SW Greenburg Road and SW Hall/ Hwy 99W improvements which will be constructed in 2010; Completing Construction Mgmt of Burnham Rd. project.      |

|   |  |
|---|--|
| Anticipated Projects – REGION 2   | WHPacific's Experience with Client   |
| US 101: Arch Cape Tunnel – N. Manzanita; Preservation Project; Inlay and repair 7.8 miles of US 101 – Design 2011- Construction 2013 – LA; Tillamook County   | <b>Tillamook County:</b> Recently selected to perform PE and CE on the Foss Road (Salmonberry R.) Bridge repair.   |
| Fern Creek Bridge / Mill Creek Bridge – Bridge Projects; Replace Bridges # 53C105 & # 53C063 – Design 2010, construction 2011 – LA; Polk County   | <b>Polk County:</b> Provided PE and CE services on the Falls City Rd. pavement preservation project, as well as the Riverbend Rd. (Glen Cr) Bridge.                        |
| Anticipated Projects – REGION 3   | WHPacific's Experience with Client   |
| West Valley View Master Plan – Modernization Project; Urban Upgrade with bike lanes and sidewalks – Design complete, Construction 2011 – LA; City of Talent   | <b>City of Talent:</b> Designed improvements to Talent Avenue, designed and managed construction of pavement preservation projects on West Valley View and Talent Avenues. |
| Peachy Rd: Walker to Hillview – Preservation Project, Pave and improve; Construction 2011 – LA; Jackson County  | <b>Jackson County:</b> Designed and managed construction of Jackson County Bridges (OTIA), Currently designing Blackwell Road curve realignment.                           |
| Anticipated Projects – REGION 4   | WHPacific's Experience with Client   |
| North Unit Canal Bridge # 31C98 – Bridge Project; Replace Bridge – Design 2012, Construction 2013 – LA; Jefferson County  | <b>Jefferson County:</b> Currently providing PS&E services for two ARRA-funded 1R pavement projects (Lone Pine and Prineville City Streets).                               |
| OR 361: A St. – E St. Sidewalk / Streetscape – Enhancement Project; Upgrade sidewalks and streetscape – Design completed, Construction 2011 – LA; City of Culver  | <b>City of Culver:</b> Provided 17 miles of pavement overlay including modernizing culverts and bridges (2003)   |
| Anticipated Projects – REGION 5   | WHPacific's Experience with Client   |
| Willow Creek Bridge #49B11 – Bridge Project; Replace Bridge – Design 2012, Construction 2013 – LA; City of Heppner  | <b>Port of Arlington:</b> Anderson Perry provided structural design on the Willow Creek Site Access Bridge in 2006.  |
| Anticipated Projects – STATEWIDE  | WHPacific's Experience with Client   |
| State Parks Recreation Trails Program – Trail Projects; Design and Construction Administration of projects. Annual Pooled Funding for Design and Construction – LA; Oregon Parks and Recreation Department. | <b>Oregon Parks and Recreation Department:</b> Assisting on the OC&E Woods Line State Trail – Sprague River Pedestrian Bridge.   |
| Forest Land Highway Program – Forest Highway Projects; Design and Construction Administration of projects. Annual Pooled Funding for Design and Construction – LA; FLHP                                     | <b>USFS:</b> WHPacific currently maintains an on-going contract with the USFS for Bridge and Structural Design.  |

## Key Issues

Based on our team's experience over the last 40 years we have noted that key issues for local programs include:

**Project stakeholders including elected officials often want immediate delivery of the project.** WHPacific works with the ODOT liaison and local agency project manager to reach agreement on a realistic schedule for projects that will satisfy ODOT Project Delivery Requirements.

*Example: The NW 23rd Avenue (Burnside to Lovejoy) project's success was predicated on timely delivery to meet funding requirements. A collaborative effort between City of Portland and WHPacific allowed design completion of the project in 15 months, which resulted in bidding the project at a favorable time. This met funding obligations and resulted in a bid \$1M under the engineer's estimate.*

**Local agencies and ODOT do not have staff resources to develop and administer the local program without consultant community support.** Our extensive knowledge of Federal Aid program requirements and each ODOT region, coupled with our solidly established working relationships with our ODOT and local agency partners, enables us to serve as an extension of ODOT and local agency staff, focused on the successful delivery of each project.

**Schedule slippage of local projects is common and presents a problem for ODOT and local agencies in managing and leveling the number of projects for each bid letting.** Community enthusiasm for a project can produce overly optimistic expectations of project delivery. WHPacific provides achievable project schedules and commits to them to avoid project slippage. We work with local officials in assisting their effort in maintaining a positive image for the project.

*Example: The Waud Bluff Trail project has been planned for completion starting with discussions in 2004. Funding constraints was the key issue delaying starting the project. We assisted in developing a scope of work and phasing of this project to advance to construction. We are continuing to work with ODOT and the City of Portland to begin construction in 2010.*

**The programmed budget does not always support the scope of work.** WHPacific recognizes the need to ensure that each project delivered addresses the project's purpose, and that cost estimates match programmed funding. WHPacific will work closely with local agency and ODOT staff in developing or revising the project prospectus to be certain that the scope is supported by a properly funded budget.

**Identifying the environmental disciplines and the right-of way needs early is key.** The project schedule is typically driven by the environmental and right-of-way processes. Cultural, historical, fish, noise, wetlands, biological, wildlife and other issues must be identified early. This results in timely environmental permitting. For example

the type, size and location (TS&L) for a bridge replacement is determined to consider completing a Biological Assessment (BA) versus a Slopes IV process. The timeframes associated with permitting approvals are considerably different for each.

### Meeting State and Federal Funding Requirements

WHPacific understands the policy, procedures and standards that apply to state and federal funding for design and construction purposes. For example, the Stewardship Agreement ODOT has signed with FHWA provides guidance for the use of design standards and exceptions to standards. Other regulated project elements include disadvantaged business enterprise goals and Davis-Bacon wage rates. A thorough understanding of the CE requirements is essential, as appropriate testing and documentation must be generated as the work is performed – it cannot be generated after the fact. **Our Construction Engineering and Contract Administration staff have decades of experience in delivering federal aid projects and ensuring conformance to requirements as the work is performed.**

### Meet ODOT's Schedule for Project Delivery

WHPacific understands the importance of meeting the 15-week schedule that occurs from the advance plans delivery date to publishing the advertisement, and ensuring that our projects meet these schedules. We also understand delivery of ARRA funded projects within an even more challenging delivery schedule, as we have completed or are in process with over a dozen of these projects across the state.

### Range of Services and Key Issues Chart

Our team can provide the full menu of services listed for any STIP project assigned. Our team has been assembled to handle any size or type of roadway, bridge, or other type of project from design through construction. We are especially proud of the high-quality construction engineering services that we have successfully provided throughout the state.

**Typical project services and activities, along with the key project issues, are identified in Graphics 2 and 3 below.**

#### Graphic 2: TYPICAL PROJECT RANGE OF SERVICES

##### PRELIMINARY ENGINEERING SERVICES

###### Project Management

- Develop scope, schedule & budget
- Manage contract deliverables
- Quality control
- Early and ongoing proactive coordination w/ Federal, state, local agencies & utilities
- Minimize impacts to ODOT staff

###### CS3 and Public Involvement (PI)

- Develop/implement CS3 decision-making framework & PI Plan for effective documentation and decision-making w/ stakeholders/ODOT

###### Field Survey

- Topographic surveying & mapping
- Utilities data research & mapping
- Monumentation

###### Geotechnical Investigations, Reports and Design

- Geologic site & subsurface engineering
- Drilling, sampling, in-situ testing
- Slope, embankment, & slide stabilization designs
- Foundation design
- Geotechnical: reports, plans/specification & provide construction observation

###### Hydraulic Studies and Reports

- Hydraulics analysis/report
- Drainage and stormwater management report

###### Preliminary Design

- Design alternatives & studies w/ TS&L reports
- Design concurrence & design exception documentation
- Utility & railroad coordination
- Design Acceptance Packages & cost estimates

##### Environmental Analysis, Documentation, Compliance & Required Permitting

- All federal and state permit applications (DSL, Corps, Biological Assessments, NEPA, etc.)
- Local Planning coordination and compliance (Land use applications, natural resource assessments)
- Agency coordination and consultation
- HazMat
- Stormwater management plans
- Compliance monitoring

##### Right-of-Way (ROW)

- Legal descriptions/maps
- Title & conveyance documents
- Appraisals
- Relocation Reports
- Negotiations & Acquisition (per ODOT ROW Manager directions)

##### Final Project Plans, Special Provisions and Cost Estimates (PS&E)

- Constructability reviews & value engineering
- Prepare utility notifications & conflict reports
- Final roadway & bridge PS&E, erosion control, utilities, environmental mitigation plans
- Stormwater management design & plans

##### Landscape Architecture (LA)

- Prepare renderings, plans/specs, & environmental mitigation/remediation & cost estimates

##### Bidding Assistance

- Attend Pre-Bid conf. & respond to bidder
- Support ODOT in response to bidders
- Respond to Bidders & ODOT questions
- Prepare bid addenda as required

##### CONSTRUCTION SUPPORT SERVICES

###### Preconstruction Conference

- Review construction project issues, requirements, permits & schedule

- Utility coordination and permitting
- Document/distribute meeting record/action items

##### Construction Monitoring and Inspection

- Inspect CC's project work
- Design, workmanship, specs & schedule compliance
- Make project decisions w/authority; draft & negotiate CCO's w/ODOT approval

##### Project Management

- Communications & meetings w/ODOT, local agencies, utilities & CC
- CE support & review/approve (w/ODOT concurrence) design changes
- Respond timely to ODOT & CC's concerns
- Submit monthly Consultant's progress reports/invoices/ backup documents to ODOT
- Ensure compliance w/ODOT mobility standards and process

##### Contract Administration/ Office Engineering

- Provide contract administration
- Monthly CC Progress Payment Estimates & prepare invoices
- Project quality documentation QA/QC per ODOT Construction Manual
- Prepare quantity measurements to support CC monthly payments
- Prepare/negotiate COs w/ODOT approval
- Manage Consultant's subcontractors
- EEO labor compliance interviews & reports
- Maintain Project Activity Schedule
- Monitor project budget and costs
- Inspector's Daily Progress Reports & daily diaries of CC's project activity
- Submit CC progress reports supporting payments
- Prepare contract documentation
- Check Shop Drawings/ Submittals

**Graphic 2: TYPICAL PROJECT RANGE OF SERVICES (cont.)**

**Field Testing and Inspection of Material**

- QA/QC program per construction contract
- Track CC's required material testing schedule
- Provide all QC material testing
- QC material sampling testing and test records
- Lab materials testing at ODOT's Central Laboratory or at ODOT approved facility

**"Off-Site" Materials Testing & Inspection**

- Perform "off-site" testing/inspection per ODOT direction
- Document "off-site" testing/inspection
- Inform CC of deficiencies & retest corrections
- Reject materials not conforming to plans & specs

**"As-Built" Plans**

- Prepare "as-built" project plans

**Public Involvement**

- Public meetings, response to inquiries, information flyers, support local agency and ODOT as needed

**Construction Survey Control, Horizontal & Vertical Layout & Staking**

- Provide pre-construction survey control points
- Establish grades
- Provide roadway centerline & stationing
- Cross sections or DTM

**Right-of-Way Monumentation**

- Post-construction monumentation and record of survey

**Project Closeout**

- Issue 2nd notification
- Prepare punch list
- Provide quality/quantity documentation
- Issue 3rd notification

**Graphic 3: KEY PROJECT ISSUES**

- Meet Federal Aid Requirements
- Project management flexibility to accommodate/deliver entire project PE/CE or major functions
- Delivery of economic transportation solutions
- Multi-cultural communication/outreach PI plans/strategies
- Reflection of social values (community, historical/cultural, aesthetics)
- Maintaining safety/mobility of traveling public, construction workers & inspectors
- Responsible stewardship of natural environment
- Optimizing life cycle performance of transportation system
- Expedited/cost-effective project delivery
- Project success requires well written statement of work: project objectives & description, tasks,

measurable deliverables, milestones, task budgets, schedule & remedies

- Critical path milestones/schedule management
- Cost control: balance creative/ alternative designs, efficiency engineering & constructability reviews
- Accurate design & PS&E documents to control CE & construction costs
- Maintain established positive working relationships with regulatory staff
- Incorporate permit Terms & Conditions (TC) into contract docs so that CC meets requirements
- Ensure permit TC met and maintain credibility with reg. agencies
- Compliance with Uniform Relocation Act and other Federal and state laws, regulations & policies

- Constructability reviews & selecting appropriate contracting method
- Early coordination with utilities/railroads, per ODOT direction
- Ensure TP&DT maintained to minimize impacts & ensure safety of traveling public construction zone workforce
- Develop realistic construction schedule to allow for environmental restrictions, utility relocations & other restrictions
- Monitoring Contractor compliance with environmental permit TC is critical
- Construction surface water quality & erosion control is essential
- Proactive/quick resolution of construction issues usually avoid contract claims
- QA/QC monitoring of Contractor activities/schedule helps ensure completion on time.

**2.2.2 PROPOSER'S PROJECT MANAGEMENT**

**Management and Organizational Structure, How Structure Aids the Delivery of Project Services – Including Chain of Command**

Our team is highly qualified and experienced to provide a full range of design (PE) and construction engineering and administration (CE/CA) services to ODOT and the Local Agencies we will serve under this contract.

John Osborn will serve as WHPacific's Principal-In-Charge (PIC) and Contract Manager, coordinating contract issues with ODOT and the project managers. As PIC, John will:

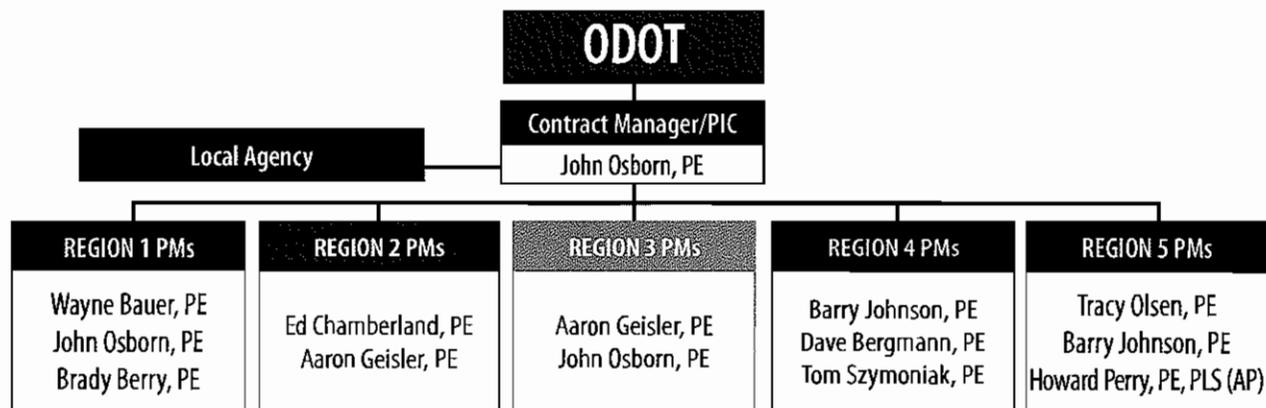
- Support PMs in developing and executing work orders from initiation through closeout
- Make sure resources are available for successful project delivery
- Ensure clarity of the needs of local agencies and ODOT for each project
- Be responsible for WHPacific's strict adherence to QC protocols
- Be final authority in resolution of PE issues with the ability to impact scope, schedule or budget

- Be final authority in resolution of CE issues with potential to generate claims or increase cost to clients

The WHPacific management and organizational structure is shown in Graphic 4 on the following page. The project manager is the focal point of the team, responsible for communication with the Local Agency Liaison or ODOT CPM and the project team. We have a deep understanding of contracting with ODOT to expedite projects through ODOT review and approval processes for federally-funded projects. Our project managers are experienced in the ODOT regions they are responsible for, which gives them keen insights to the specific needs and challenges unique to each region. Our structure provides several advantages:

- Office locations and staff throughout the state
- Project manager and team members have worked in the ODOT regions assigned and are familiar with region staff—this provides local accountability and prompt decision-making
- Our project manager has direct control over all work
- Our team has available capacity to focus on activities to deliver on schedule
- Team members have worked together on similar ODOT or local agency projects

**Graphic 4: ORGANIZATIONAL CHART**



**Key Personnel**

**Additional Resources**

|                                  |   |   |  |   |
|----------------------------------|---|---|--|---|
| Survey                           | Woodi Davis, PLS<br>Dan Wobbe, PLS                                  | Scott Grubbs, PLS<br>Steve Kossler  | Andrew Huston, PLS<br>Mark Dhone, LSIT                               | John Pariani, PLS (HBH)<br>Jack Butler, PLS                               |
| Environmental                    | Phil Quarterman, PWS<br>Casey Storey<br>Mark Hynson, PWS (MBG)      | Stuart Myers (MBG)<br>Stephen Caruana (KF)  | Dave Felstul (HER)<br>Leslie Howell (HC)                             | Paul Agrimis, PE, PWS (VAI*)<br>Dulcy Berri, RG, LG (PBS)                 |
| Geotech/Hazmat                   | George Machan, PE (CF)<br>George Saunders, PE, GE (GD)              | Arlan Rippe, PE, D.Ge, FASCE (KF)<br>Charlie Hammond, CEG (CF)<br>Dave Thielen, PE (GE) | Kyle Sattler, RG (GD)<br>Peter Stroud, CEG (KF)<br>Marsi Beeson (GE) | Rick Thrall, PE, PhD (PBS)<br>Derek May (PBS)<br>Jeff Tucker, PE, GE (GD) |
| Hydraulics/<br>Stormwater        | Chris Bahner, PE, D.WRE (WC)  | John Marks, PE<br>Dan Boultinghouse, PE   | Tom Grindeland, PE, D.WRE (WC)<br>Mary Larkin, PE, LEED®AP (HER)     | Ken Vigil, PE (VAI*)<br>Matt Brennan, PE (HER)                            |
| Traffic<br>Engineering           | Charlie Radosta, PE (KAI)<br>Brian Copeland, PE, TE (DKS)           | Hermanus Steyn, PE (KAI)  | Scott Mansur, PE (DKS)   | Wade Scarbrough, PE (KAI)   |
| Roadway                          | Ken Rehms, PE<br>Calvin Larwood, PE                                 | Tom Szymoniak, PE<br>Mike Arneson, PE (HBH)   | Tracy Olsen, PE<br>Darryl Anderson, PE (AES)                         | Gordon Smith, PE<br>Mike Henry, PE (HBH)                                  |
| Utilities/Railroad               | Brady Berry, PE   | Patrick Quinlan, EIT  | Hardy Li, PE (CP*)   | David McMurry, PE (HNTB)  |
| Structural                       | Bob Kaspari, PE/SE<br>Jason Wolfe, PE/SE<br>John England, PE (TYLI) | Bob Doherty, PE<br>Paul Tappana, PE   | Don Vander Boegh, PE<br>Charlie Stearns, PE (TYLI)                   | Lisa Vernon, PE<br>Steve Litchfield, PE (HNTB)                            |
| Public Involvement               | Jeanne Lawson (JLA*)<br>Lois Cohen*                                 | Mandy Putney (EI)<br>Alex Cousins (JLA*)  | Anne Pressentin (EI)<br>Stacy Thomas (JLA*)                          |   |
| ROW                              | Leslie Finnigan, SR/WA (UFS)  | Regina Thompson (UFS)   | R. David Feinauer (ROWA)   | Shannon Fish (ROWA)   |
| CEI/CA PM &<br>Inspection & QCCS | Jarard Richardson<br>Al Girard, PLS<br>Karrie Eixenberger (KEA*)    | Richard Pranger (CMTS)<br>Derek Lemieux (KEA*)  | Justin Acacio, PE (TYLI)<br>Greg Haffner (CDS)                       | Michael Kober (CMTS)<br>Greg Sharp (AES)                                  |
| Land Use and<br>Trans. Planning  | Frank Angelo (APG*)<br>Leslie Howell (HC)                           | Darci Rudzinski (APG*)  | Jimmy Bellomy, RLA, ASLA   | Serah Overbeek (APG*)   |
| Roadside Vegetation              | Mike Smyth, RLA, ASLA, CLARB  | Mark Hadley, RLA, ASLA  | Lamont Turcotte, RLA, ASLA   | Jason Gillies RLA, ASLA   |
| Pavement Surface Eng             | Bud Furber, PE (PSI)  | Joel Conder (CAPSI)   | Paul Wigowsky (CAPSI)  | Krey Younger, PE (GD)   |
| Cultural/Historical              | Jo Reese, MA, RPA (AINW)  |   | John Fagan, PhD, RPA (AINW)  |   |
| Noise/Air                        | Michael Minor (MMA*)  |   | Carl Bloom (MMA*)  |   |
| Drafting                         | Marcela Alcantar (AA*)  |   | Tammy Taggart (TJT*)   |   |
| Flagging                         |   | D&H Flagging*   |  | TraffiCorp  |

AA\* = Alcantar and Associates, AES = Anderson Engineering and Surveying, AINW = Archaeological Investigations Northwest, AP = Anderson Perry, APG\* = Angelo Planning Group, CAPSI = Capitol Assets and Pavement Services Inc, CMTS = Construction Materials Testing Services, CP\* = Convergent Pacific, CC = Cornerstone Design Services, CF = Cornforth, DKS = DKS & Associates, EI = EnviroIssues, GD = GeoDesign, GE = GeoEngineers, HBH = HBH Consulting Engineers, HER = Herrera Environmental, HC = Howell Consulting, JLA\* = Jeanne Lawson Associates, KEA\* = KE & Associates, KAI = Kittelson and Associates, KF = Kleinfelder, MBG = Mason Bruce & Girard, MMA\* = Michael Minor Associates, PBS = PBS Engineering & Environmental, PSI = Pavement Services Inc, ROWA = Right of Way Associates, TJT\* = Tammy Taggart, TYLI = TY Lin International, UFS = Universal Field Services, VAI\* = Vigil-Agrimis Inc, WC = West Consultants \*DBE Certified Firm

- Task managers have extensive experience working in all project phases
- The team is dedicated for the entire Work Order Contract duration to provide continuity through all project phases

We have included specialized subconsultants with experience working on ODOT projects statewide as shown on Graphic 8 on page 13.

### Team's Office Locations and Types of Services These Offices are Capable to Perform

Our project resources are strategically located throughout the state and have ready access to all five ODOT Regions. These teams have experience working with local agencies within these regions either directly or by contracting through ODOT. The following section outlines WHPacific's expertise and experience by region. A list of project experience by region is shown on Graphic 6 on page 10.

**Our team's office locations and depth and breadth of staff provide ODOT and the local agencies with the flexibility necessary to complete a wide variety of project types.**

### Statewide Resources and Capabilities

We bring strong technical expertise and understanding of the PS&E processes and Construction Management requirements to take a project from preliminary engineering through permitting and construction. Our team focuses on projects that are designed and built under ODOT design and construction standards, whether they are local agency projects or work done directly for ODOT. The following is a brief description of our team's experience by ODOT Region.

#### Region 1

The WHPacific Portland office has an extensive history of completing roadway improvement projects throughout Region 1. For example, we have maintained strong relationships through flexible services agreements with Washington County, the City of Tigard and City of Portland for as long as 20 years. Our flexible services contracts have resulted in a strong working experience with these agencies since we know their design standards and staff extremely well. We have an equally long working relationship with other local agencies on individual projects. We have completed individual projects for the following governmental agencies in Region 1:

**City of Beaverton:** SW Davis Road

**City of Tualatin:** Boones Fry, Grahams Fry and Ibach St.

**City of Tigard:** SW Greenburg Road, SW 72nd Ave.

**Clackamas County:** Sunnybrook Rd East and West Extensions, Monterey Undercrossing

**City of Hillsboro:** East Main Extension

**City of Cornelius:** South Dogwood St, S. 10th Ave and Holladay Ave (ARRA)

**City of Sherwood:** Sherwood Blvd.

Our roadway design team in the Portland office includes Wayne Bauer as project manager on the majority of our projects, assisted by Ken Rehms as project engineer with support provided by Brady Berry. Our survey staff is led by Woodi Davis; our environmental group led by Phil Quarterman; and landscape architecture provided by Mike Smyth. There are many others involved in projects as well, but these are key team members working together to complete our transportation projects.

#### Region 2

The WHPacific Salem office has been a major contributor in providing A/E services for over ten years on local agency and ODOT projects in Region 2. Ed Chamberland has effectively managed and engineered many City of Salem projects and Aaron Geisler, former Polk County Public Works Director, oversaw WHPacific's work on the nine Polk County Bridges. Our team also includes Jarard Richardson, Don Fantz and Mike Fisher former ODOT Construction Project Managers. All three have worked extensively with local, state and federal agencies in planning, developing and constructing transportation improvement projects.

Other key staff in the Salem office with ODOT experience include Paul Tappana, John Marks, Glen Schoessler, Patrick Quinlan, Bob Kaspari and Calvin Larwood. All have worked on recent Region 2 projects including:

**City of Salem:** Kuebler Blvd. Widening, Cordon Rd/Macleay Rd. Intersection, Center St. (Mill Cr.) Bridge

**Polk County:** Falls City Rd., Riverbend Rd. (Glen Cr.) Bridge, OTIA III Bridges (9)

**Tillamook County:** Foss Rd. (Salmonberry R.) Bridge, Misc. Emergency Projects

**Yamhill County:** Baker Cr. Rd., Kutch Rd. (Baker Cr.) Bridge

**City of Albany:** Salem Ave. – UPRR, Water Ave.

**Clatsop County:** Pearson Rd. (Ferris Cr.) Br., Lewis and Clark Rd.

#### Region 3

Aaron Geisler and John Osborn will serve as project managers for assignments in this region. John Osborn, has extensive experience in Region 3. He is currently leading the Blackwell Road curve realignment project and was project manager for the Talent Avenue, Phoenix, Talent and Grants Pass paving projects. These projects were all delivered under the existing ODOT local agency WOC.

A key to our effective and efficient delivery is that, along with our local subconsultants: HBH and Anderson Engineering, Applied Geotechnical Engineering and PBS, we will serve Region 3 clients from our Klamath Falls, Salem, Bend and Portland offices. We have recently successfully completed or are currently working with the following agencies and projects in Region 3.

**City of Brookings:** Downtown-Hwy 101 Planning

**City of Medford:** Table Rock Road Intersection

**City of Ashland:** Siskiyou Boulevard

**City of Talent:** Front St. Improvements, Talent Avenue and West Valley View Road

**City of Grants Pass:** Allen Blvd Improvements, Paving; Agness, Parkdale, Hillcrest and A Streets

**Jackson County:** OTIA III Bridges (4)

**Douglas County:** Cow Creek Bridge

## Region 4

WHPacific's Bend office has been serving local agencies in Region 4 since 1989 and our Klamath Falls office has served this region since 1995. Our office locations are well structured to serve this area and we can reach any location in Region 4 within 2 hours. With over 70 professional staff from these three locations we are able to easily supply our Region 4 clients with the most experienced and appropriate staff. Our key staff include project managers Barry Johnson, Dave Bergmann, and Tom Szymoniak (on temporary assignment to Richland, WA but still resides in Bend). Dan Wobbe provides survey expertise and Jerry Thackery and Jim Albin perform construction management and inspection. WHPacific is currently working on or has just finished numerous projects for local agencies in Region 4 including:

**City of Bend:** US 97: Redmond Reroute

**Crook County:** Cooley Rd. and 18th St. Extensions, Veterans Memorial Bridge

**Deschutes County:** Huntington and Millican Rd Overlays

**Jefferson County:** Lone Pine Rd Overlay

**City of Klamath Falls:** Washburn Way, CMAQ Projects

**City of Prineville:** 2nd Street, Lynn Blvd. Overlay

**City of Redmond:** 5th Street Reconstruction

**Wasco County:** OTIA III Bridges (5), Chenoweth Cr. Bridge, Browns Rd. Realignment

Our history of successfully bringing together multi-disciplined staff from our Bend, Klamath Falls and Portland offices to work on Region 4 projects is exemplified by the **award-winning Bill Healy Memorial Bridge, a complex, multi-disciplined, multi-agency effort that included staff from all of our Oregon offices.**

## Region 5

WHPacific has the ability to serve Region 5 from multiple offices including our Boise, ID office. We have also added Anderson Perry and Associates to augment our coverage and experience in the Region. Their office is based in La Grande and can easily accommodate any ODOT work in Eastern Oregon. Howard Perry from Anderson Perry will also serve as a project manager and, depending on the location and expertise required, we have several WHPacific project managers to serve the Region including Barry Johnson, Tracy Olsen and Aaron Geisler. Projects completed in this Region by team member Anderson Perry include:

**Wallowa County:** Wildcat Creek and Wallupa Creek Bridges, Upper Diamond Lane Overlay

**Union County:** Catherine Creek (Miller Ln.) Bridge

**Malheur County:** N. Fork Owyhee R. (Fenwick Rd.) Br.

**City of La Grande:** Spruce St. Overlay

**City of Ontario:** North Oregon St.

**City of Pendleton:** Tutilla Rd. Overlay

## Subcontractor Selection

Prior to selection of subcontractors, the WHPacific project managers first assesses internal resources available for completion of the work. Next, the project manager contacts the most capable subcontractors to add strength and flexibility to our team. We consider each subconsultant's expertise, the length and quality of their working relationship with us, and their working relationship with the client. All subcontractors selected for this solicitation have successfully completed work with WHPacific previously. We have included a number of DBE subcontractors to provide opportunities and meet contracting goals.

Whether the task is led by an internal WHPacific professional or a subcontractor, the task leadership responsibility remains a critical success factor. Subcontractor task leaders must manage their disciplines to stay on schedule and budget, perform QC/QA reviews and coordinate their work with other discipline team members to achieve project goals. The WHPacific project manager provides oversight to make sure this happens.

## Methods To Meet Delivery Schedules Without Sacrificing Quality

WHPacific project managers are responsible for the overall delivery of the project from design through construction on cradle to grave projects. Cost-effective delivery is achieved when all the cost elements of a project are well-managed. Our project managers and subcontractors are required to optimize productivity and ensure continuity of the work, and this requires paying particular attention to the following:

### In The Design Phase:

- Assemble the best team to meet project needs, using task managers with extensive project experience for all project phases.
- Dedicate the team to the entire Work Order Contract (WOC) to provide continuity for the life of the project.
- Perform effective WOC management of budget and schedule commitments.
- Develop the design appropriate for the site and character of the neighborhood. Use appropriate public involvement to address politically driven changes at the last minute.
- Assist ODOT and the local agencies in preparing project prospectus, develop PE/CE SOWs using ODOT guidelines to minimize demands on local agency/ODOT staff time.
- Identify utilities early to avoid conflicts and allow for relocation in advance of construction.
- Include timely constructability reviews.
- Add resources to meet peak demands.

**In The Construction Phase:**

- Consider seasonal impacts to construction scheduling.
- Our team is lean and efficient – construction managers can also serve as certified inspectors.
- Constant communication with the construction contractor to manage the project schedule.
- Coordinate with the construction contractor and ODOT staff to ensure quality and quantity documentation meets federal requirements.

**Approach to Adjusting Schedules/Level of Effort While Keeping a Project Within Budget**

The project schedule establishes key milestone dates to maintain project progress. Permitting or other unanticipated issues can require schedule adjustments. If a schedule change appears imminent, we use the following approach:

- Promptly discuss with the local agency and Local Agency Programs Coordinator the potential delay.
- Determine the impact to the project critical path schedule.
- Create workable remedies to accelerate the schedule.
- Determine the budget impacts of the remedies.
- Agree on the remedy and revise the schedule.

*Example: WHPacific accommodated an accelerated schedule on the George Millican Highway Pavement Preservation Project. Fifteen miles of pavement needed to be rehabbed quickly to receive federal funding. WHPacific obtained environmental clearances and right-of-way certification quickly to obligate the federal funds, and we provided construction administration and inspection in eight work days. This project was completed ahead of schedule and saved \$50,000 in construction administration costs.*

**Keeping a Project Within an Established Budget**

Most STIP projects have a strict budget and schedule. WHPacific uses the following approach to budget management:

- Start work promptly after notice to proceed. Secure commitments from task leaders and project team members regarding expectations associated with meeting the schedule and budget for each task.
- Use screening matrices to evaluate/compare costs and impacts during the alternatives analysis phase.
- Closely monitor the completed tasks versus the scheduled delivery. Adjust staffing time if a negative trend is determined. We know from experience that tasks that exceed the schedule often exceed the established budget.
- Manage cost by completing the “Estimated Cost to Complete” spreadsheet as a tool for performance improvements.
- Manage quality to avoid costly rework.
- Include the construction manager to develop estimates and to review the project constructability.
- Establish good communication with local and state officials in helping to resolve unanticipated issues.

Specific examples of unanticipated issues that can occur include those related to public involvement or changing environmental permitting requirements. Projects that have included unanticipated efforts include:

**Graphic 5: UNEXPECTED ISSUES/SOLUTIONS**

| Project                     | Problem   | Solution  |
|-----------------------------|---|---|
| Kuebler Blvd Widening       | Initial ESA finding of No Effect rejected due to changing stormwater requirements on dissolved copper.                    | WHPacific added specialty experts to develop innovative and cost effective stormwater solutions in coordination with ODOT and NOAA fisheries to meet new requirements.                        |
| NW 23rd Ave. Reconstruction | Length of construction schedule was concern of residents and businesses and project was put on hold at 60% design status. | WHPacific reacted quickly when the project was reinstated by City/ODOT a year later to accelerate the project to 100% design. Construction will begin this January and will end in June 2010. |

**Quality Control Procedures and Policies**

Quality products and cost-effective delivery are cornerstones in WHPacific’s project development. We follow an organized, systematic Quality Management Program that addresses the management of the project, its development processes, and the products (deliverables). Quality Management is a budgeted, scheduled internal deliverable that is performed as an on-going part of each project. WHPacific evaluates and builds quality into our work in the design solutions, contract documents, and constructed project.

**WHPacific’s Quality Management Program extends to every employee involved in a project. It has three major components:**

**Quality Planning** – At the onset of a project, the project manager and project team review all standards, guidelines, policies, and regulations that relate to the project purpose, work scope, and deliverables. The work complexity and its associated risks determine the acceptable level of project quality review. This results in a Project Quality Plan tailored to the project, which is developed by our design team.

**Quality Assurance** – WHPacific provides continuous review and evaluation of project quality. Such reviews provide assurance that the project components meet appropriate quality standards, and are a feedback loop for improvement.

**Quality Control** – WHPacific has a formal, written Quality Review Procedure which describes the detailed requirements for checking and reviewing products and addressing accountability. The project manager identifies a checker to perform reviews for Project Deliverables throughout the process at scheduled submittal levels (50%, etc.). These mandatory reviews are completed before the project will advance to the next design phase. Employees are held accountable for meeting or exceeding the requirements of the Project Quality Plan.

**Project Manager in Key Role:** The project manager, is responsible for developing the Project Quality Plan. Each project manager receives training in the Quality Management Program as part of the WHPacific Project Management Certification Program.

**Tailored Quality Plan for Every Project Scheduled and Completed:** The project manager is required to follow the Quality Control and Quality Assurance procedures, determine the applicable level of risk based on complexity and size, and develop and schedule a tailored Project Quality Plan. Checklists are used to document the names of the checkers and dates of the review. The reviews are scheduled for key milestones, including preliminary plans, interim submittals, plans-in-hand, final plan and constructability review, specifications and contract bid documents.

**Project Audits:** WHPacific performs periodic project audits that assure its Quality Management Program is being followed. The audits are performed by one of our principals.

**Ownership Throughout the Team:** The entire team is responsible for ensuring their work is checked at milestones throughout the project. Subconsultants must perform their own quality reviews, using a process approved by WHPacific.

### 2.2.3 GENERAL QUALIFICATIONS

#### Qualifications and Proficiencies to Complete Requested Services

The WHPacific team is proficient at developing transportation project designs in compliance with federal aid requirements, and we are well-versed in working with ODOT to move projects through the project delivery process. We provide a full range of professional services including planning, design, and construction services and we routinely lead project teams for ODOT and local agency projects. ODOT and our local agency partners represent a very important client base for WHPacific. Our long standing and continuous history with ODOT and local agencies enables us to strive to meet the needs of both organizations on each contract. Evidence of this history includes our current ODOT on-call price agreements for local agency federal aid work and for full service state highway work. Through our experience on these contracts and others, WHPacific has developed solid working relationships with ODOT Region, Technical Services, and Procurement staff. Through those relationships we stay abreast of the most up-to-date information on project delivery and execution.

Our expert staff consistently work on transportation projects that include engineering, landscape architecture, environmental, and survey team members. Although we tailor each team to meet the specific needs of the project, we also strive to provide specific local agency clients with a familiar project team to maintain continuity and efficiency. This has been effective with key clients such as Washington

County, City of Portland, City of Salem, City of Bend and City of Klamath Falls. We also have long-standing working relationships with several subconsultant firms with whom we team on a regular basis. With this history, the WHPacific team provides our clients with a well-integrated project team that is accustomed to working together to meet our clients' project delivery needs.

#### Projects Performed in Last 3 Years Most Comparable to Requested Services

The following projects are examples of modernization, preservation or bridge projects completed through the bid or construction phase in the last three years. Brief descriptions of the work completed for our reference projects and our role on the project is listed, as well as the dates of completion.

In addition to the projects completed through construction, there are a number of projects completed through the design phase, or with a more limited design role. These are listed with the services provided, date of completion, and organized by region and are featured in Graphic 7 on page 11.

#### Three Most Recent Projects Representative of Requested Services



##### NW 23rd Avenue Reconstruction, City of Portland, OR

The project includes reconstruction of a busy city street, NW 23rd Avenue, from NW Lovejoy Street to the West

Burnside intersection. The purpose was to reconstruct the existing pavement including removal of the old streetcar tracks. The project also included upgrading sidewalk ramps to current ADA standards, constructing pedestrian crossing improvements at three intersections, and rehabilitating storm drainage. The WHPacific team provided full service PS&E deliverables for the City of Portland including street and stormwater design, utility coordination, environmental documentation, right-of-way acquisition and pavement design.

**Location:** Portland, OR – Region 1

**Size:** Construction Budget for the Project: \$3.1 M

**Duration:** PE Phase was 2 years, including a delay

**Timeline:** The project began 2007 but quickly ran into a snag. Construction staging was a large consideration of the project. One major issue was completion of a design that could be constructed in the shortest time frame possible to minimize impacts to the busy commercial district. Politicians got involved and decided to postpone the project for about 1 year in order to further evaluate neighbor and business concerns. The project was reinstated in September 2008 and the project was bid in November 2009. Construction will begin in January 2010.

**Actual project budget:** \$161k of the \$367k total budget was used.

**Within budget and schedule?** Budget = Yes, Schedule = Yes, as revised by client.

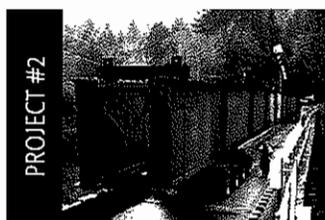
**Reason for revisions:** N/A

**Graphic 6: PROJECTS COMPLETED BY WHPACIFIC (LAST 3 YEARS)**

|  | Project                                     | Owner  | Length<br>(Bridge=feet, Road=miles)        | Year Complete (or issued 2nd note) | Status (Designed, Bid, Complete) | Roadway Engineering | Structural Engineering | Field Survey | Envir./Hist./Cultural Permitting | Traffic/Signal/Signing/Striping | Public Involvement | Right-of-Way | Utility Coordination | Geotechnical Services | Hydraulics/Water Quality | Landscape Design | Construction Services |   |
|--|---|--|--|------------------------------------|----------------------------------|---------------------|------------------------|--------------|----------------------------------|---------------------------------|--------------------|--------------|----------------------|-----------------------|--------------------------|------------------|-----------------------|---|
| REGION 1                                 | BRIDGE                                      | Timber Bridge  | Local Agency                               | 60                                 | 2007                             | C                   | X                      | X            | X                                | X                               | X                  | X            |                      |                       |                          |                  | X                     |   |
|  | Ten Eyck (Sandy Rvr) OTIA III               | Local Agency   | 220  | 2009                               | C                                | X                   | X                      | X            | X                                | X                               | X                  | X            |                      |                       |                          |                  | X                     |   |
|  | Campus Drive Bridges - 2                    | Local Agency   | 122/290                                    | 2007                               | C                                | X                   | X                      |              | X                                |                                 |                    |              |                      |                       |                          |                  |                       |   |
|  | SE Foster Road Bridge/Barbara Welch Rd      | Local Agency   | 0.5  | 2008                               | C                                | X                   | X                      |              | X                                | X                               | X                  |              | X                    | X                     | X                        | X                | X                     |   |
|  | Port of Hood River Frontage Road            | Local Agency   | 300  | 2009                               | D                                | X                   | X                      |              | X                                |                                 | X                  |              | X                    | X                     | X                        |                  |                       |   |
| REGION 1                                 | ROADWAY                                     | Hillsboro-Silverton Hwy 219 Tongue Grabel                        | ODOT                                       | 0.8                                | 2006                             | C                   | X                      |              | X                                |                                 | X                  | X            |                      |                       |                          |                  |                       |   |
|  | Sandy Blvd Resurfacing                      | Local Agency   | 2.5  | 2006                               | C                                | X                   |                        |              | X                                | X                               | X                  | X            |                      |                       |                          |                  | X                     |   |
|  | Portland Transit Mall                       | Local Agency   | 3.5  | 2009                               | C                                | X                   | X                      | X            | X                                | X                               | X                  |              |                      |                       |                          |                  | X                     |   |
|  | North Denver Ave.                           | Local Agency   | 1.0  | 2008                               | C                                | X                   |                        | X            | X                                |                                 |                    |              |                      |                       |                          |                  | X                     |   |
|  | Holman/Airport Way/Sandy Blvd.              | Local Agency   | 0.4  | 2009                               | C                                | X                   |                        | X            | X                                | X                               |                    |              | X                    |                       | X                        | X                | X                     |   |
|  | North Lombard Widening                      | ODOT/Local   | 1.6  | 2009                               | C                                | X                   |                        | X            |                                  |                                 |                    |              | X                    |                       | X                        | X                | X                     |   |
|  | NW Cornell Rd (Evergreen Pkwy - Hwy 26)     | Local Agency   | 1.8  | 2009                               | D                                | X                   |                        | X            | X                                | X                               | X                  | X            | X                    | X                     | X                        | X                | X                     |   |
|  | NW 23rd Avenue                              | Local Agency   | 0.4  | 2009                               | D                                | X                   |                        |              | X                                |                                 |                    | X            | X                    | X                     | X                        |                  | X                     |   |
|  | REGION 2                                    | BRIDGE   | Polk County Bridges (9 Bridges) - OTIA III | Local Agency                       | Varies 275-105                   | 2006                | C                      | X            | X                                | X                               | X                  |              | X                    | X                     | X                        | X                | X                     | X |
|  |   | Mill Crk/Liberty St. NE OTIA III                                 | Local Agency                               | 42                                 | 2006                             | C                   |                        | X            | X                                | X                               |                    |              | X                    | X                     | X                        | X                | X                     | X |
| Mill Crk/Center St. NE OTIA III          |   | Local Agency   | 59   | 2006                               | C                                | X                   | X                      | X            | X                                | X                               | X                  | X            | X                    | X                     | X                        | X                | X                     |   |
| Keizer Station Chemawa Int/Rds A & B - 3 |   | Local Agency   | 60/80                                      | 2006                               | C                                | X                   | X                      | X            | X                                | X                               |                    | X            | X                    |                       |                          |                  | X                     |   |
| Shelton Ditch OTIA III                   |   | Local Agency   | 85   | 2007                               | C                                | X                   | X                      | X            | X                                |                                 | X                  | X            | X                    |                       | X                        |                  | X                     |   |
| Riverbend Road Bridge                    |   | Local Agency   | 35   | 2009                               | C                                | X                   | X                      | X            | X                                |                                 | X                  | X            | X                    |                       |                          |                  | X                     |   |
| Ferris Creek Bridge                      |   | Local Agency   | 40   | 2009                               | C                                | X                   | X                      | X            | X                                |                                 |                    |              |                      |                       |                          |                  | X                     |   |
| REGION 2                                 | ROADWAY                                     | Kuebler Blvd Widening  | City of Salem                              | 1.3                                | 2009                             | C                   | X                      |              | X                                | X                               |                    |              | X                    | X                     | X                        | X                | X                     |   |
|  | Cordon Rd/MacLeay                           | City of Salem  | 0.5  | 2008                               | C                                |                     |                        |              |                                  |                                 |                    |              |                      |                       |                          |                  | X                     |   |
|  | Front Street Traffic Calming Improvements   | Local Agency   | 0.6  | 2008                               | C                                | X                   |                        | X            |                                  |                                 |                    |              |                      |                       |                          |                  |                       |   |
| REGION 3                                 | BRIDGE                                      | Jackson County Bridges (4 Bridges) - OTIA III                    | Local Agency                               | 320/310/80/75                      | 2007                             | C                   | X                      | X            | X                                | X                               | X                  | X            |                      |                       |                          |                  | X                     |   |
|  | Cow Crk (Riddle) - OTIA III                 | Local Agency   | 365  | 2008                               | C                                | X                   | X                      | X            | X                                | X                               |                    | X            |                      |                       |                          |                  | X                     |   |
|  | ROADWAY                                     | City of Talent Waterline   | Local Agency                               | 1.0                                | 2008                             | C                   | X                      |              |                                  |                                 |                    |              |                      |                       |                          |                  | X                     |   |
|  | City of Talent Front Street Enhancement     | Local Agency   | 0.5  |                                    |                                  | X                   |                        | X            | X                                | X                               | X                  | X            |                      |                       |                          |                  | X                     |   |
|  | Talent Ave Sidewalk and Bike Lanes          | Local Agency   | 0.8  | 2009                               | C                                | X                   | X                      | X            | X                                | X                               | X                  |              |                      |                       |                          |                  | X                     |   |
|  | Brookings Downtown-Hwy 101                  | ODOT   | 1.3  |                                    | C                                | X                   | X                      |              |                                  |                                 | X                  | X            |                      |                       |                          |                  |                       |   |
| REGION 4                                 | BRIDGE                                      | US 199 Rogue River Bridge (6 <sup>th</sup> /7 <sup>th</sup> St.) | ODOT                                       | 0.6                                |                                  | C                   | X                      | X            | X                                | X                               |                    |              |                      |                       |                          |                  |                       |   |
|  | Chenoweth - OTIA III                        | Local Agency   | 100  | 2008                               | C                                | X                   | X                      | X            | X                                | X                               |                    | X            |                      |                       |                          |                  | X                     |   |
|  | Newport Avenue Bridge Replacement           | Local Agency   | 140  | 2007                               | C                                | X                   | X                      | X            | X                                | X                               | X                  | X            |                      |                       |                          |                  | X                     |   |
|  | Redmond Reroute                             | ODOT   | 125/43                                     | 2008                               | B                                | X                   | X                      |              |                                  |                                 |                    |              |                      |                       |                          |                  | X                     |   |
| REGION 4                                 | ROADWAY                                     | Cooley Road/18th Street Intersection                             | Local Agency                               | 1.3                                | 2008                             | C                   | X                      |              | X                                |                                 | X                  | X            |                      | X                     |                          | X                | X                     |   |
|  | Redmond Reroute                             | ODOT   | 3.2  | 2008                               | C                                | X                   |                        |              |                                  |                                 |                    |              | X                    |                       | X                        |                  |                       |   |
|  | Butler Mkt/Brinson Intersection             | Local Agency   | 0.2  | 2009                               | C                                | X                   |                        | X            | X                                | X                               | X                  |              | X                    |                       | X                        |                  | X                     |   |
| REGION 5 (AP)                            | BRIDGE                                      | North Fork Owyhee River (Fenwick) Bridge                         | Local Agency                               | 64                                 | 2009                             | C                   | X                      | X            | X                                |                                 |                    | X            |                      |                       |                          |                  | X                     |   |
|  | Pine Creek (Johnson Road) Bridge            | Local Agency   | 80   | 2008                               | C                                |                     | X                      | X            | X                                |                                 |                    | X            |                      |                       |                          |                  | X                     |   |
|  | Donner and Blitzen (Narrows-Princeton Rd)   | Local Agency   | 60   | 2007                               | C                                |                     | X                      | X            | X                                |                                 |                    | X            |                      |                       |                          |                  | X                     |   |
|  | Willow Creek Site Access Bridge             | Local Agency   | 130  | 2006                               | C                                |                     | X                      | X            | X                                |                                 |                    | X            |                      |                       |                          |                  | X                     |   |
| REGION 5 (AP)                            | ROADWAY                                     | Barnhart Rd. - Airport Rd. - Connector (New                      | Local Agency                               | 4.4                                | 2009                             | C                   | X                      |              | X                                | X                               |                    | X            | X                    |                       |                          |                  | X                     |   |
|  | N. Oregon Street: Idaho Ave. - NW-1st St.   | Local Agency   | 0.7  | 2009                               | C                                | X                   |                        | X            |                                  |                                 |                    | X            |                      |                       |                          |                  | X                     |   |
|  | Wingville Lane #1122 Chip Seal              | Local Agency   | 5  | 2009                               | B                                | X                   |                        | X            |                                  |                                 |                    |              |                      |                       |                          |                  | X                     |   |
|  | Silver Creek Road and Green house Lane Chip | Local Agency   | 15   | 2009                               | B                                | X                   |                        | X            |                                  |                                 |                    |              |                      |                       |                          |                  | X                     |   |
|  | Upper Diamond Lane: OR 82-Lower Diamond     | Local Agency   | 1.9  | 2009                               | B                                | X                   |                        | X            |                                  |                                 |                    |              |                      |                       |                          |                  | X                     |   |

**Graphic 7: ARRA FUNDED 1R PROJECTS AND OTHER RECENT EXPERIENCE**

| Project                                     | Client                                 | Date Comp.                | Services Provided |
|---|--|---------------------------|-------------------|
| <b>Region 1</b>                             |  |                           |                   |
| Washington County Urban 1R                  | Washington County                      | PS&E 11/09, Constr. 2010  | PE and CE         |
| Washington County Rural 1R                  | Washington County                      | PS&E 11/09, Constr. 2010  | PE and CE         |
| Washington County Guardrail                 | Washington County                      | PS&E 11/09, Constr. 2010  | PE and CE         |
| Tigard / Sherwood Cornelius 1R              | Cities of Tigard, Sherwood & Cornelius | PS&E 11/09, Constr. 2010  | PE and CE         |
| <b>Region 2</b>                             |  |                           |                   |
| McMinnville City Streets and ADA Ramps 1R   | City of McMinnville                    | PS&E 4/09                 | PE Only           |
| Salem Avenue 1R                             | City of Albany                         | Constr. 11/09             | CE Only           |
| Baker Creek Road 1R                         | Yamhill County                         | PS&E 4/09, Constr. 9/09   | PE and CE         |
| Falls City Road 1R                          | Polk County                            | PS&E 8/09, Constr. 11/09  | PE and CE         |
| Lewis and Clark Road 1R                     | Clatsop County                         | PS&E 8/09, Constr. 2010   | PE and CE         |
| Dillard Highway 1R                          | Douglas County                         | PS&E 9/09, Constr. 2010   | PE and CE         |
| North Valley Road 1R                        | Yamhill County                         | PS&E 12/09, Constr. 2010  | PE and CE         |
| Salem City Streets and ADA Ramps 1R         | City of Salem                          | PS&E 12/09, Constr. 2010  | PE and CE         |
| <b>Region 3</b>                             |  |                           |                   |
| Phoenix / Talent 1R                         | Cities of Phoenix and Talent           | 2nd Note 12/09            | PE and CE         |
| Grants Pass 1R                              | City of Grants Pass                    | PS&E 11/09, Constr. 2010  | PE and CE         |
| <b>Region 4</b>                             |  |                           |                   |
| Millican Road Overlay                       | Crook County                           | 2008                      | PE and CE         |
| Huntington Road 1R                          | Deschutes County                       | PS&E 10/09, Constr. 10/09 | PE and CE         |
| Millican Road Overlay                       | Deschutes County                       | 2008                      | PE and CE         |
| Lone Pine Road 1R                           | Jefferson County                       | PS&E 12/09, Constr. 10/09 | PE and CE         |
| Prineville City Streets 1R                  | Jefferson County                       | PS&E 09/09, Constr. 12/09 | PE and CE         |
| Washburn Way 1R                             | City of Klamath Falls                  | PS&E 09/09                | PE and CE         |
| CMAQ Project                                | City of Klamath Falls                  | PS&E 10/09, Constr. 10/09 | PE and CE         |
| Chenoweth Cr. Road 1R                       | Wasco County                           | PS&E 10/09, Constr. 10/09 | PE and CE         |
| <b>Region 5 (Anderson Perry)</b>            |  |                           |                   |
| Silver Creek Road and Greenhouse Ln. 1R     | Harney County                          | PS&E, Constr. 8/09        | PE and CE         |
| Upper Diamond Lane 1R                       | Walloway County                        | PS&E, Constr. 1/09        | PE and CE         |
| Spruce Street: Monroe Ave - Z 1R            | City of La Grande                      | PS&E, Constr. 1/09        | PE and CE         |
| Tutilla Rd: US 395 - Southgate to Athers 1R | City of Pendleton                      | PS&E, Constr. 12/09       | PE and CE         |



**Sandy River (Ten Eyck Road) Bridge, Clackamas County, OR**

This project included replacement of the 240' Sandy River Bridge (Ten Eyck Road). Services provided

included roadway and bridge design, survey base map, utility coordination, foundation investigation, environmental permitting, archaeological survey, hydraulic analysis, legal description and right-of-way descriptions, final plans, specifications and cost estimate package and full Construction Management services. Design constraints for

the 240 foot long single span bridge with 8 foot deep beams included vertical clearance for boaters, environmental resources including the historic Barlow Trail, stage construction to maintain traffic, and other items. There was a major benefit to how this bridge was constructed. Closure of Highway 26 by slides in December 2009 resulted in rerouting all US26 traffic over this bridge. Even though there were delays, the single lane of traffic with signal use maintained traffic access, which may not have been possible without our staging plan.

**Key Issues:**

- Traffic Staging: Temporary traffic signal used to maintain single lane traffic.

- Bridge Demolition: Bridge removed after new bridge built to maintain traffic.
- Widening of Existing Bridge
- Coordination and Permitting with ACOE and DSL
- Consultation with NMFS
- Close Collaboration with Clackamas County and ODOT to gain approval
- Experience with County's surface storm water management policies/procedures
- Historic Area

**Location:** Clackamas County, Region 1

**Size:** Construction Budget for the Project: \$3.6 M

**Duration:** PE Services May 2005 – January 2007; CE services January 2007 - Present

**Timeline:** Preliminary engineering was performed between May 2005 and January 2007 with activities typically sequenced for a bridge replacement project PS&E package development. CE services were provided from January 2007 through the present. The project was complete and fully open to traffic in July 2009.

**Actual project budget:** PE expenditures were to the full contract amount of \$477, 580. CE project budget is \$438,601.

**Within budget and schedule?** PE: No, Contract was increased 0.5% by amendment. CE: Yes. CE expenditures are \$334,612 as of December 1, 2009. This project will close out at approximately 80% of budget.

**Reason for revisions:** An amendment was added to PE services in order to address changing requirements around Migratory Bird Treaty Act Clearance. This did not impact project delivery schedules.



### **Kuebler Blvd. Widening, Salem, OR**

This federally funded project added a westbound travel lane and sidewalks from Commercial St. SE to I-5. It also included two traffic signals and a new storm

water system. The project goal is to relieve traffic congestion on Kuebler Blvd., a major arterial to access South Salem. WHPacific provided roadway engineering, environmental documentation (stormwater management plan, biological assessment, archaeological and historic PA memos, air quality study, wetlands delineation, rare plant study), surveying, utility coordination, storm drainage design, water quality design, landscape design, retaining wall design, traffic signal design, illumination design and pavement design. Specific challenges included roadway design in coordination with major future developer improvements, stormwater impacts to fish, specifically dissolved copper impacts and flow control impacts, and assisting ODOT with technical studies for a re-evaluation of the original EIS. WHPacific also provided full construction administration /construction engineering and inspection services. The relationship between the construction

contractor, the engineer (WHPacific), and the owner (City of Salem), was positive throughout the duration of the project.

**Location:** Salem, Oregon

**Size:** The project was 7,000 feet long and included three intersections. \$3.5M construction

**Duration:** The PE phase went from Jan. 2007 through Dec. 2008. The CE phase began in Mar. 2009 and is scheduled for completion this month, Dec. 2009. Total project duration is approx. 3 years.

**Timeline:** The DAP phase took about 5 months. The DAP review concluded the project did not adequately address water quality and additional environmental documentation and permitting was necessary. This finding was driven by the new NOAA Fisheries storm water requirements regarding a new pollutant of concern - dissolved copper. The remainder of the PE Phase took about 18 months, which included a green street alternatives study, a formal storm water management plan, a biological assessment, formal consultation with NOAA Fisheries, and typical PS&E final design deliverables. Construction of the project took approx. 9 months.

**Actual project budget:** PE Costs were approximately \$650k. CE costs will be under \$400k. Construction costs are approximately \$3.5M.

**Within budget and schedule?** No, due to changing environmental standards noted above. Services were accomplished within the amended budget and schedule.

**Reason for revisions:** As noted above.

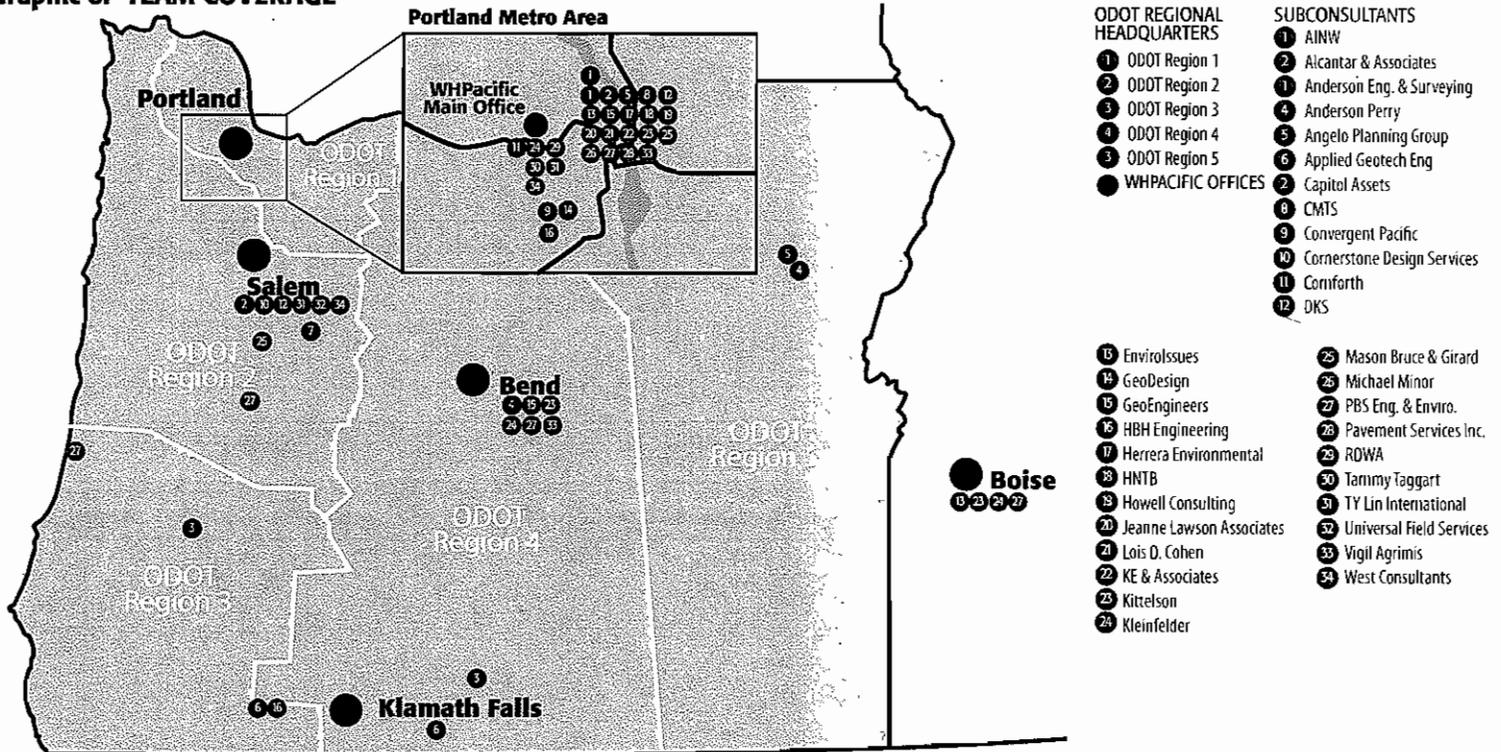
## **2.2.4 PROPOSER'S CAPABILITIES**

### **Staffing Levels and Capacity to Complete Services**

We are organized to take advantage of the recognized expertise of WHPacific transportation, structural, surveying and environmental staff, along with the expertise of our partnered subconsultants. Our WHPacific office locations in Portland, Salem, Bend, Klamath Falls, and Boise enable us to be very responsive to requests from all five regions and local agencies around the state for all types of projects. Our multiple office locations have provided us with opportunities to deliver projects and develop working relationships with local agencies and ODOT's Local Agency Liaison and design staff across the state. This provides assurance that we will continue to perform work efficiently statewide.

Our project team has built in redundancy in skill sets and available capacity as part of our approach to the work. We have resources available to respond to all requests for our services. Each project will be staffed by a local design team, but we also have an established Workshare program to level project resources within WHPacific and handle increases in work or unanticipated project emergencies efficiently. The subconsultants on our team are also equally diverse in size and location to provide qualified support in traffic engineering, geotechnical, public involvement, drainage, environmental/permitting, and structural engineering to assure project completion on schedule.

**Graphic 8: TEAM COVERAGE**



In short, our approach is that transportation projects are assigned to design teams based on:

- project purpose and needs
- project location
- staff capabilities and their availability
- familiarity with the local agency or project
- supplement teams from other offices to respond to changes in project schedules

Our team has been developed to provide the capacity needed to complete any one or multiple projects at the same time for local agencies, by region. The organizational chart on page 5 illustrates our staff capabilities by the area of expertise to provide further assurance.

**Accommodating Varying Levels of Work**

We can accommodate any level of work assigned under this contract throughout the state by our four Oregon offices (Salem, Portland, Bend, Klamath Falls), our Boise, ID office and our subconsultant partners throughout the state. These offices work together to support each other and cover work with agencies within all ODOT regions. In addition, WHPacific has other large offices in Seattle, WA, Anchorage, AK, Albuquerque, NM, and Olympia, WA to provide additional technical support for significant projects. For example, staff from all of WHPacific’s Oregon offices responded to approximately 20 fast-track ARRA projects this year to help our local agency partners stimulate the economy and upgrade their infrastructure. (As seen in Graphic 7).

WHPacific and our subconsultants have the capacity to complete any local agency project. Graphic 9 below lists the number of staff available for ODOT projects by discipline for the offices shown in Graphic 8, which more than enables our ability to appropriately staff any project in any region.

| <b>Graphic 9: AVAILABLE RESOURCES</b> |           |                 |
|---------------------------------------|-----------|-----------------|
| Services                              | WHPacific | Subs (combined) |
| Project Managers                      | 18        | 83              |
| Surveyors                             | 22        | 11              |
| Environmental/NEPA                    | 2         | 84              |
| Geotechnical                          | --        | 45              |
| Hydraulics                            | 1         | 34              |
| Traffic Engineering                   | 1         | 67              |
| Roadway Engineering                   | 32        | 37              |
| Structural Engineering                | 5         | 21              |
| Utilities/Railroad                    | 4         | 18              |
| Public Involvement                    | --        | 56              |
| Right-Of-Way                          | --        | 22              |
| Quality Control                       | 5         | 25              |
| Construction Mgmt/Insp.               | 4         | 60              |
| Landscape Architects                  | 11        | 4               |
| Planning                              | 1         | 48              |
| HazMat Specialists                    | --        | 25              |
| Air/Noise, Historic/Cultural          | --        | 32              |
| Pavement                              | --        | 10              |

*\*Oregon/Boise Staff Members only*

## Accommodating Projects Located Across the State

WHPacific has strategic locations statewide and one in Boise, ID to cover ODOT Regions 1-5. Our office locations and depth and breadth of staff provide ODOT and local agencies with the flexibility necessary to complete a wide variety of project types. WHPacific has and will continue to provide ODOT and local agencies with engineering services quickly and cost-effectively. Furthermore, all of our subconsultants have Oregon-based offices and many are currently working for ODOT statewide through on-call service contracts. **Please see the map on previous page for our coverage across the state.**

The core project team will remain unchanged for any project. As mentioned, WHPacific has developed a Workshare program to better serve our clients and meet specific project needs. This provides an ability to maximize the use of staff on any given project based their availability and expertise. This results in highly utilized staff, which reduces company overhead and ultimately reduces design costs. Tools to make that work include:

### *Video equipment and conference calls*

Each WHPacific office is equipped with video conferencing capabilities to allow face-to-face project meetings involving team members from any number of offices. This without travelling reduces travel time and project costs for us as well as our clients.

### *Design software and tools developed company-wide*

We have a technology group assigned to develop and maintain consistent design standards. Regular monthly "webinars" are held with technical staff to inform and train them of new developments. This allows for seamless design work completed between offices.

## Specialized Equipment Available

One other unique tool WHPacific has available is the LYNX Mobile Mapper. This equipment is a rapid method to complete topographic survey work, which is a unique topographic survey mapping tool. Mounted to either an SUV or a boat, the equipment maps at the speed the vehicle travels, eliminating safety concerns of working in a heavily travelled area. The LYNX Mobile Mapper System translates into safe, fast, accurate and cost-effective surveying and mapping services. Mapping projects completed include:

- mapping the gravel bars and canyon walls of sections of the Snake River at the OR/ ID border
- two 10 mile road projects for the BIA
- 80 lane miles of mapping of I-405 in Los Angeles, CA
- design mapping for a 3 mile cross-country pipeline in southern NM
- mapping of an approximately 300 acre area for a new airport for the Zuni Pueblo, NM

## 2.2.5 PROJECT TEAM AND QUALIFICATIONS

### Extent of Principal Involvement

The Principal-in-Charge for this contract will be John Osborn. John has been WHPacific's Director of Transportation for our Portland office for nearly two years and in that time has shown tremendous leadership and consensus building skills not only within our firm but with our clients. John is currently leading several projects in the PE or CE phase and he brings over 20 years of project management experience. Prior to joining WHPacific, John held various positions within ODOT Region 1 including Area and Region Project Delivery Manager and most recently the Co-Director of the \$3.5 billion Columbia River Crossing Project. John's responsibilities as Principal-in-Charge/Contract Manager will be to act in a supervisory role to our regional project managers to help ensure WHPacific's corporate requirements for service and deliverable qualities are met. He will also be available for contract negotiations with local agencies and ODOT as they are released and will be able to commit resources from our offices, region-wide as project needs dictate. John will also be available to resolve high-level issues if projects should reach impasse during PE and can provide claim resolution assistance during the CE phase.

### Experience of Project Manager(s) with Interdisciplinary Teams

Our project managers have led teams on local agency projects for at least ten years. Each of them is currently leading multidisciplinary teams on local agency projects in each of the regions discussed in this proposal. These project managers have working relationships with ODOT under flexible services agreements, with projects including the OR99W/Greenburg Rd/Hall Blvd. (Region 1), Kuebler Blvd. (Region 2), Talent Ave. Sidewalks and Bike Lanes (Region 3), 18th and Cooley (Region 4) and the North Oregon Street Project (Region 5 – Anderson Perry). This has provided them with an understanding of the contracting requirements to manage teams within each region.

### **John Osborn, PE (OR #74178), Contract Manager/Region 1 & 3 Project Manager**

**Education:** MS/BS, Mining Engineering, University of Idaho

**Years Experience:** 2 with WHPacific; 18 with other firms

**Region 1 Clients:** ODOT; Washington and Clackamas Counties; Cities of Portland, Tigard, and Wilsonville

**Region 3 Clients:** ODOT; Jackson County; Cities of Talent, Phoenix, Grants Pass

John is the Director of Transportation for WHPacific's Portland office and has more than 20 years of experience in transportation and civil site projects in the US and Indonesia. John's experience includes transportation planning, design, construction management, and program management. His experience includes 8 years in a Sr. Project Development and delivery role with ODOT where he managed several high-profile and multi-discipline projects including the Columbia River Crossing. John is currently leading multi-

discipline design teams on ODOT projects in Regions 1 and 3 including:

- Blackwell Road Realignment, Jackson County, Full PE Services, Design Development, in progress
- Phoenix/Talent Paving, Full PE and CE Services, Construction completed 12/09
- Grants Pass Paving, Full PE and CE Services. PE Complete 2009, Construction 2010
- Talent Avenue Sidewalks and Bike Lanes, Full PE and CE Services, Completed 7/09
- Ten Eyck (Sandy River) Bridge, Clackamas County, Full PE and CE Services, Construction Completed 7/09

**Wayne Bauer, PE (OR #9628),  
Region 1 Project Manager**

---

**Education:** BS, Civil Engineering, Oregon State University  
**Years of Experience:** 26 with WHPacific; 9 with other firms  
**Region 1 Clients:** ODOT; Washington and Clackamas Counties; Cities of Portland, Beaverton, Tigard, Milwaukie, Hillsboro; TriMet  
 Wayne has exclusively focused on transportation projects while with WHPacific. This includes managing improvements to major and minor arterial roadways, including new and reconstructed streets. He has led teams on major projects including completion of the 2.5 mile \$29M SW 170th Avenue project for Washington County. He has been the contract manager for flexible services contracts with Washington County, the City of Portland and Tigard for many years. He has also completed design for bus and light rail transit projects for TriMet throughout the Portland area. These involved alternative alignment investigation, preparation of preliminary design and construction documents for roadways; public involvement programs; bike lanes and pedestrian paths; storm drainage design and utilities coordination; access geometry; permits; light rail transit and park-and-ride projects; cost estimate preparation; and contract documents. Recent projects managed include:

- SE Foster Rd. Bridge, City of Portland. Bridge design, roadway design, environmental permitting, utility coordination, geotech, and traffic. Completed 2008.
- SW Greenberg Rd./99W, City of Tigard. Roadway design, survey, pavement design, utility coordination, hazmat study, environmental permitting, traffic, landscape. In progress, to be constructed in 2010.
- SW Hall Blvd./99W, Washington County, Roadway design, survey, pavement design, utility coordination, hazmat study, environmental permitting, traffic, landscape. In progress, to be constructed in 2010.
- South Portland Transit Mall, Trimet (URS), Roadway design, track design, utility coordination, traffic. Complete 2009
- SW 185th Avenue, Washington County, Roadway design, survey, pavement design, utility coordination, hazmat study, environmental permitting, traffic, landscape. In progress, to be constructed in 2010.

**Ed Chamberland, PE (OR #17810),  
Region 2 Project Manager**

---

**Education:** BS, Civil Engineering, University of Portland  
**Years of Experience:** 11 with WHPacific; 7 with other firms  
**Region 2 Clients:** ODOT; Polk, Yamhill, Tillamook, and Clatsop Counties; Cities of Salem, Woodburn, Albany, McMinnville, Port of Tillamook Bay  
 Ed's experience includes working for public agencies and private consulting firms in design and construction positions. During his five years at ODOT, Ed was involved with the design and construction of several bridge modernization, preservation and safety projects. Ed is currently leading several roadway and bridge projects such as several ARRA-funded improvement projects and local agency projects.

- Kuebler Blvd. Widening, City of Salem. Roadway design, stormwater design, pavement design, traffic study and design, geotech, environmental studies, survey. Completed 2009.
- McMinnville City Streets, City of McMinnville. Roadway design, pavement design, utility coordination, environmental studies. Completed 2009.
- Center St. (Mill Cr.) Br., City of Salem, Bridge design, roadway design, utilities, environmental permitting, geotech, hydraulics, surveying, right of way, construction services. Completed 2006.
- Woodburn Sidewalks, Phase 2, City of Woodburn. Roadway design, utility coordination, survey, environmental studies, stormwater design, structure design, geotech. Completed 2004.

**Aaron Geisler, PE (OR #64486),  
Region 2 and 3 Project Manager**

---

**Education:** BS, Construction Engineering Management, Oregon State University  
**Years of Experience:** 2 with WHPacific; 12 with other firms/agencies  
**Region 2 Clients:** ODOT; Polk, Yamhill, Tillamook, Douglas and Wasco Counties  
 Aaron has over 14 years of experience providing project management and engineering in the private sector and local agencies in Western Oregon. Before coming to WHPacific, Aaron was the public works director for both the City of North Bend and Polk County. Aaron has special expertise in obtaining infrastructure funding from public agencies such as ODOT and FEMA, understanding local agency concerns and finding consensus on property owner issues. He is currently managing several projects for local agency ARRA improvements two current bridge projects for Yamhill and Polk Counties, and two ODOT projects.

- Kutch Rd. (Haskin Cr.) Br., Yamhill County. Survey, structure alternatives analysis, hydraulics study, scour protection design, environmental permitting, construction support. Completed 2009.
- Chenoweth Cr. Br., Wasco County. Bridge design, roadway design, survey, utilities, environmental studies, geotech,

- hydraulics, construction services. Completed 2008.
- Riverbend Rd. (Glen Cr.)Br., Polk County. Bridge design, utilities, environmental studies / permitting, geotech, hydraulics, construction services. Completed in 2009.
- OR 6 @ Wilson R. Loop, ODOT. Roadway design, stormwater design, environmental studies / permitting, public involvement, survey, pavement design, geotech, traffic. Currently in PE phase.

**Dave Bergmann, PE (OR #58671),  
Region 4 Project Manager**

**Education:** Arts and Sciences, Golden West College  
**Years of Experience:** 26 with WHPacific; 9 with other firms  
**Region 4 Clients:** ODOT, Klamath, Grant, Washington, Jackson, Deschutes, Crook Counties; Cities of Lakeview, Klamath Falls, Talent, Salem and Grants Pass

Dave has over 35 years of experience with site development, public works improvements, roadway and drainage/utility engineering. He is very familiar with coordinating work with ODOT and local agencies throughout Oregon. He is currently managing a congestion mitigation and air quality project (paving project) for ODOT/Klamath Falls, and several ARRA pavement projects.

- Congestion Mitigation and Air Quality Project, CMAQ Klamath Falls, ODOT. Roadway design, survey, utility coordination, pavement design. Currently in PE.
- Intermodal Pedestrian Connections, Klamath Falls, ODOT. Pathway design, roadway design, survey, utility coordination, illumination, stormwater, construction services. Completed 2009.
- OR 140 @ Ridgewater Blvd., Running Y Ranch / ODOT. Roadway design, survey, traffic, pavement design, utility coordination, environmental permitting, construction services. Completed 2008.

**Barry Johnson, PE (OR #14972),  
Region 4 and 5 Project Manager**

**Education:** BS, Civil Engineering, Iowa State University  
**Years of Experience:** 19 with WHPacific; 5 with other firms  
**Region 4 and 5 Clients:** ODOT, Crook, Deschutes, Jefferson and Wasco Counties, Cities of Bend, Redmond, Prineville, Portland, Beaverton, Madras, and Klamath Falls

Barry's first five years of experience with WHPacific were in Portland where he managed multi-discipline transportation projects in western OR. He transferred to Bend where he has spent the last 14 years managing and designing transportation projects. He works with local, county and state municipalities and agencies taking projects from concept through construction. He is currently leading several ongoing ODOT/ARRA projects for Deschutes and Jefferson Counties and the Cities of Redmond and Prineville.

- Veterans Memorial Bridge Replacement, City of Bend. Bridge design, roadway design, survey, utilities,

- environmental permitting, geotech, drainage/water quality, scour protection design, traffic signal, landscape design, construction services. Completed 2007.
- Cooley/18th Improvements, City of Bend. Roadway design, survey, utilities, roundabout design, drainage/water quality, landscape design, construction services. Completed 2008.
- Bill Healy Memorial Bridge, City of Bend. Bridge design, roadway design, survey, utilities, environmental permitting, historical/cultural studies, geotech, public involvement, drainage/water quality, roundabout design, landscape design, construction services. Completed 2005.

**Tom Szymoniak, PE (OR #13724),  
Region 4 Project Manager**

**Education:** MS, Geotechnical Engineering; BS Civil/Forest Engineering, Oregon State University  
**Years Experience:** 3 with WHPacific; 23 with other firms/agencies  
**Region 4 Clients:** ODOT, Crook, Deschutes, Jefferson, Wasco Counties, Cities of Bend, Redmond, Klamath Falls, Prineville, Madras and Sisters

Tom brings 26 years of experience in civil engineering on a variety of diverse projects from conceptual planning through construction. As a project manager, Tom has managed complex highway and environmental remediation design-bid-build projects ranging in size from \$1M to \$36M. Tom has also monitored scope, schedule and budget on numerous highway and environmental projects throughout Oregon, including several recent ARRA improvement projects in Deschutes, Jefferson and Klamath Counties. Tom is currently on temporary assignment in our Hanford, WA office but will be available for project needs in ODOT Regions 4-5 when his assignment is complete.

- Washburn Way: Laverene to Joe Wright Road, Klamath Falls, OR. Developed the plans and specifications for ODOT, oversaw construction engineering and administration. Completed 2009.
- Chenoweth Creek Road and Browns Creek Road, Wasco County, OR. Completed 2008
- Intermodal Pedestrian Connections, ODOT. Klamath Falls, OR. Design of new sidewalks, curbs, drainage and inlay pavement rehabilitation. Completed 2009.
- US 97: Redmond Reroute, Redmond, OR Stormwater design final plans and specifications. Completed 2008.

**Tracy Olsen, PE (OR #76876),  
Region 5 Project Manager**

**Education:** BS, Civil Engineering, Idaho State University

**Years of Experience:** 2 with WHPacific, 15 with other firms/agencies

**Region 5 Clients:** N/A

As a licensed civil engineer with 15 years of experience in transportation, civil engineering design, and construction, Tracy brings her project management expertise to WHPacific's transportation department. She has provided design and construction services for multi-million dollar public projects for clients including the Idaho Transportation Department. Tracy manages and provides design support for a variety of transportation projects in the Northwest region. Located in WHPacific's Boise office, Tracy is well-known for her work at transportation agencies in Idaho and will provide the same superior client service to ODOT and local agencies for projects located in Eastern Oregon.

- SH-75: Timber Way to Big Wood R. Br., Idaho DOT. Roadway design, survey, right of way, structure design, traffic. In progress.
- Snake R. Canyon Overlook, Idaho DOT. Structure design, survey, geotech. Completed Study 2009.
- US 95: Sandpoint N. and S., Idaho DOT. Roadway design, environmental studies, environmental permitting, public involvement, utility coordination. Complete 2003.

**Howard Perry, PE (OR #8348), PLS (OR #1294),  
Region 5 Project Manager (AP)**

**Education:** ME, Civil Engineering, Brigham Young University; BS, Civil Engineering, Brigham Young University

**Years of Experience:** 34 with AP; 3 with other firms/agencies

**Region 5 Clients:** ODOT, Counties of Union, Umatilla, Wallowa, Wasco, Morrow, Malheur, Harney, Baker, Grant; Cities of Stanfield, Union, Enterprise, Pendleton, La Grande, Ontario

Howard is AP's most senior engineer and project manager. He served as the President of AP from 2001 to 2008, and has served on the Board of Directors for 33 years. Howard supervises and reviews projects, writes grants, designs, and provides contract administration for communities and public agencies throughout Eastern Oregon. He has 36 years of experience managing the design and construction of a variety of street and road projects, including ODOT Airport Road project, ODOT Imbler-Riddle project, ODOT Lexington/Hepner project, Union County Transportation Corridor projects, La Grande Gekeler and 12th Street projects, and Confederated Tribes of the Umatilla Indian Reservation (CTUIR) Spilyay/ Arrowhead and Kusi/Arrowhead roadway projects. Currently, Howard is serving as project manager for the ODOT/City of Ontario's North Oregon Street improvements project, overseeing a team of 12. Recent projects managed by Howard include:

- North Oregon Street Improvements, Ontario/Malheur County. Roadway Design, Survey, Environmental Permitting, Construction Engineering, Construction Inspection. \$2.5M, Complete 2009.

- Airport Road Connector, Pendleton/Umatilla County, Roadway Design, Survey, Environmental Permitting, Construction Engineering, Construction Inspection. \$4M, Complete 2009.
- Arrowhead Road/Spilyay Road, Conf. Tribes of Umatilla/Umatilla County. Roadway Design, Survey, Environmental Permitting, Construction Engineering, Construction Inspection. \$680K, Complete 2009.
- 12th Street Improvements, La Grande/Union County. Roadway Design, Survey, Environmental Permitting, Construction Engineering, Construction Inspection. \$700K, Complete 2008.

**Other Key Staff**

**Robert Kaspari, PE/SE (OR #12560),  
Structural Engineer**

**Education:** BS, Civil Engineering

**Years of Experience:** 4 at WHPacific; 25 w/ other agencies (ODOT) Bob has over 29 years of experience in bridge design and engineering. His experience includes 15 years with ODOT's Bridge Section. He has designed over 50 bridges, retaining walls, and miscellaneous structures. Robert's bridge designs range from single span concrete structures to the rehabilitation of multi-span steel truss structures. **Robert has been and is currently WHPacific's structural engineer on many ODOT and Local Agency bridge projects including:**

- Ten Eyck (Sandy R.) Rd Bridge, Clackamas County, OR
- Haskins Creek Bridge, Yamhill County, OR
- Chenoweth Creek Bridge, Wasco County, OR
- SE Foster Road Bridge, City of Portland, OR

**Jason Wolfe, PE/SE (OR #74152),  
Structural Engineer**

**Education:** BS, Civil Engineering, University of Idaho; MS, Structural Engineering, Stanford University

**Years of Experience:** 6 with WHPacific; 7 with other firms/agencies Jason has 13 years of structural, hydraulic, civil, and environmental engineering experience. This includes design and plan preparation for bridges, building structures, retaining walls, and miscellaneous structural elements. Jason has performed extensive hydraulic and hydrologic modeling and analysis, scour analysis and mitigation, and water surface profiling. **A considerable amount of Jason's work includes the preparation, coordination, and execution of environmental documentation and permitting. Jason has completed a number of structural projects for ODOT in recent years including:**

- USFS Bridges, (Elk Creek Bridge), Siskiyou National Forest, OR
- Port of Tillamook Bay Railroad Replacement Bridge, Tillamook, OR
- US-97 California Ave Bridge, Klamath Falls, OR

**Phil Quarterman, PWS (OR #484),  
Sr. Wetland Scientist**

**Education:** MS, Environmental Science, Washington State University; Post Graduate Diploma, Town and Country Planning, University of Newcastle upon Tyne, England; BA, English Literature and Language, St. John's College, Oxford University, England  
**Years Experience:** 7 years with WHPacific; 23 years with other firms/agencies

Phil is an award-winning wetland scientist and natural resources planner with 30 years' experience. He has significant expertise in all phases of wetland work, including delineation, functional assessment, mitigation/restoration construction and planting plans/specifications, construction, and monitoring. Further qualifications include stream bank and riparian zone restoration, plant community mapping, and Endangered Species Act documentation. His special areas of interest are general plant ecology, restoration of native plant communities, and estuarine wetlands. As leader of the environmental team that covers wetlands, fisheries and other natural resources work, he has established excellent working relationships with regulatory agency personnel throughout the state. Phil also co-authored AASHTO's Guide to Wetland Mitigation Issues for Transportation Designers, which defines wetland functions, policy and regulations, mitigation options (including banking), the mitigation site development process and post-construction management, and is a published author of wetland mitigation and mitigation banking articles. **Phil is our key environmental specialist working alongside our engineers to mitigate wetlands and provide permitting assistance on local agency projects statewide.**

- Wilson River Loop Road at Wilson River Hwy, Tillamook County, OR
- US 97: Nevada Avenue to Green Springs Drive, Klamath Falls, OR
- Ten Eyck (Sandy R.) Bridge, Clackamas County, OR
- US 97: Redmond Reroute, Jefferson County, OR

**Mike Smyth, RLA, ASLA, CLARB (OR #317),  
Landscape Architect/Roadside Vegetation**

**Education:** BS, Landscape Architecture, Washington State University  
**Years Experience:** 18 with WHPacific; 5 with other firms/agencies  
Mike has over 23 years of Landscape Architect experience including management of a Professional Services Contract with ODOT for Landscape Architecture services. Mike helped facilitate the creation of an interim Roadside Vegetation Advisory Committee comprised of ODOT managers, technical specialists, and external stakeholders. Mike also co-authored the Roadside Development sections of the 2002 ODOT/APWA Standard Specifications Update, and he wrote the Roadside Development Chapter and Sample Plan Updates of ODOT's Contract Plans Development Guide (CPDG) Manual Update (2004). **Mike's recent project experience includes design and contract documentation for wetland mitigation sites for fish passage culverts and bridges, stream restoration,**

**regional recreational trail systems for dozens of ODOT/local agency projects including:**

- ODOT, HCRH Sites and Signs, Columbia River Gorge National Scenic Area, OR
- OR 219: Hillsboro-Silverton Hwy at Farmington Road, Washington County, OR
- ODOT, Jetty Creek Culvert Replacement, Tillamook County, OR
- North Fork Siuslaw River Bridge Replacement, Florence, OR

**Jarard Richardson, (ODOT Certified Inspector #40828)  
Construction Manager/Inspector**

**Education:** Wildlife Management, Oregon State University; AS, Highway Technology, Oregon Institute of Technology  
**Years Experience:** 7 with WHPacific; 38 years with other firms/agencies (ODOT)

Jarard has 45 years of construction experience inspecting and managing transportation improvements and new construction projects throughout the Portland metropolitan area. This includes 38 years of construction inspection and management for ODOT. He is highly skilled in all aspects of project management, contract administration, inspection and quality control. He has been the construction project manager on a variety of Federal-aid projects ranging from large interstate freeway projects to small local agency roadway and bridge projects. His constructability reviews consistently save our clients money and result in projects completed ahead or on schedule. Jarard is an ODOT Certified Traffic Signal Inspector and is also certified in HMAC Inspection, Bridge Construction Inspection, Erosion Control and General Construction Inspection. **Jarard is currently providing construction assistance on a number of projects in ODOT Regions 1, 2 and 3.**

- Talent Avenue Sidewalks and Bike Lanes, Talent, OR
- Hwy 228: OR 99E to I-5 (Halsey) Section, Halsey, OR
- Ten Eyck (Sandy R.) Bridge, Clackamas County, OR
- Chenoweth Creek Bridge, Wasco County, OR

**Albert Girard, PLS, (ODOT Certified Inspector #40348)  
Construction Manager/Inspector**

**Education:** BS, Science, Eastern Oregon University  
**Years Experience:** <1 With WHPacific; 22 w/ agencies (ODOT/Washington County)

Al has over 22 years' experience throughout the northwest. His technical experience includes construction surveys, mapping, project management, specification writing, utility coordination and construction management. He worked for Washington County as a project manager doing contract administration of capital projects and ODOT projects for bridges and transportation improvements. During his time at Washington County, Al provided experienced management to ensure construction conformance with contract plans and specifications. Al is an ODOT Certified Traffic Signal Inspector and is also certified in HMAC Inspection, Bridge

Construction Inspection, and General Construction Inspection. ***Al is currently leading a construction management project for the City of Tigard and has led numerous bridge and roadway construction jobs under ODOT jurisdiction.***

- NW Cornell Road (Evergreen Pkwy – US 26), Washington County, OR
- Murray Blvd/Cornell Rd Project, Washington County, OR
- Sunset Drive-University Ave. to Highway 47, OR
- Timber Creek Bridge, Washington County, OR

*Please See Additional Key Staff Represented In Our Key Staff Resume Form.*

## 2.2.6 COST EFFECTIVENESS

### Efforts to Ensure Tasks and Deliverables are Completed in a Cost-Effective Manner

WHPacific has several practices to ensure tasks and deliverables are completed in the most cost-effective manner. These include a strong focus on project management and several items specific to the design and construction phases, discussed below. At WHPacific the collaborative project manager is the key to success. The PM is responsible for overall delivery of the project from design through construction. We also have several project management tools and systems in place to support the project managers.

Project management tools used across the WHPacific organization include detailed Project Execution Plans, Earned Value Management Tracking, detailed monthly reporting with peer review and monthly estimates to complete work. We also use a tool called “PLANtrax<sup>®</sup>,” developed by PSMJ Resources Inc., an excel-based system that tracks project progress by schedule, cost to-date and percent complete — allowing us to track projects in real time.

During design, WHPacific performs the following for cost effectiveness:

- Assembles the right-sized team to meet project needs, with the right skill sets. Utilizes team members who have worked together on similar projects.
- Dedicates the team for the duration of the WOC to provide continuity for the life of the project.
- Engages stakeholders early and often in project development. This minimizes last minute, politically driven changes.
- Performs effective quality control checks and quality assurance reviews to prevent errors and rework.
- Begins the utility coordination process early in project development to avoid costly surprises later in design.

During construction WHPacific emphasizes cost-effectiveness with the following:

- Encourages bidding the project during an attractive time of the year to maximize potential for favorable bids.
- Considers environmental permit requirements and impacts to construction scheduling.
- Assembles a project team that is lean and efficient—our construction project managers can also serve as inspectors on most smaller projects. This optimizes productivity and reduces costs.
- Engages the Contractor through value engineering processes to reduce construction costs when feasible and life-cycle quality is not impacted.

### Ensuring Accurate Cost Tracking

Cost control and the accurate tracking of costs is a shared responsibility of the project manager, task leaders, and individual members of the project team. The project manager has the ability to track both the number of hours charged to the project (by person by task) and the resulting labor costs. At a minimum, the project manager will check these items on a monthly basis and prepare a status report and invoice for ODOT. As part of this process, project manager also prepares an estimate of how much it will cost to complete (ETC) the project from this point going forward. This is an excellent way to identify trends and take corrective action if necessary. The project manager also is provided a special accounting report on a weekly basis. This cost report can be designed for varying levels of detail depending on the project’s needs. The project manager controls cost by managing the scope of the project, recognizing possible scope creep, scope changes and/or additions and quickly responding. These powerful tools allow our project managers and task leaders to quickly identify potential problems and take corrective action early in the process.

### How We Will Ensure all Travel, Lodging, and Per Diem Expenses are as Low as Possible

WHPacific is in a unique position to respond in a cost-effective manner to project assignments anywhere in the state. With the deep coverage our team offers in all five regions, we are positioned to meet your needs for a wide variety of concurrent projects. We have offices to serve you in Portland, Salem, Bend, Klamath Falls, and Boise, ID. Through a strategic partnership with subconsultant Anderson Perry, our team has an office in La Grande. We maintain an extensive electronic communications network (WAN) among our offices including direct file access from any office. We are truly available to meet ODOT’s needs for any project location statewide. Our office locations provide an inherent advantage to limiting travel costs statewide. When travel is necessary, we plan for and make every effort to minimize and control travel costs.

WHPacific also:

- Plans trips carefully to complete as much work and/or gather as much information as possible per trip including carpooling with ODOT staff.
- Minimizes the number of trips to construction sites by verifying our inspection presence is warranted each day.

- Does not pass non-exempt staff overtime for travel on to clients.
- WHPacific also puts such an emphasis on cost-effective delivery that we include it as an evaluation factor of every project manager's yearly performance review.

### Methods, Tools, and Processes Used to Develop the Estimate for Services

Developing an estimate of services is a complex process that begins with gaining a thorough understanding of the types of work activities needed to design and construct a solution. From this understanding we develop a Statement of Work (SOW). This begins with a review of project records and is supplemented through conversations with the ODOT Local Agency Liaison and with local agency staff. A site visit to observe the existing conditions of the project always helps to visualize the problem and/or proposed solution. Collectively, these items contribute to a strong project understanding which flows into a representative SOW and an accurate fee estimate.

There are various methods of developing a fee estimate. WHPacific's preferred method is to build a "bottom up" estimate based on the specific needs of each project. We itemize the work into succinct tasks according to the SOW. Each task is estimated by the WHPacific task leader or professional in charge of specific task execution. Based on

their project understanding and the SOW, the task leader identifies the number of hours, specific investigations and/or other costs, that each team member will need to complete the deliverables. For certain items, the task leader may query specific lead workers regarding the required number of hours. In general, the number of hours is estimated by personnel with experience on ODOT projects, and who have an understanding of the required level of effort.

### Ensuring Fair and Reasonable Estimates

WHPacific utilizes senior professionals to develop work scopes and budgets. Their experience assures clients that the first draft estimate is well-thought-out, inclusive of appropriate tasks, but not excessive. Negotiation of contracts is completed over a series of discussions with our clients. At times it can be a discovery process for both parties as scoping assumptions are verified and requirements are checked. This provides the WHPacific project team, ODOT and the Local Agency with a joint agreement of the proper level of effort needed. This joint effort to provide a clear definition of the project scope is the basis of a fair and reasonable fee estimate. The end result is a contract managed to control costs.

Examples of past successful budgeting and contract management is shown in Graphic 10. This information is excellent background for use in developing fair and reasonable estimates:

We ask that you select the  
WHPacific team  
to continue serving as  
**your consultant**  
for the next five years!

| <b>Graphic 10: DESIGN BUDGET HISTORY USED FOR FUTURE ESTIMATING</b>   |                     |                     |            |
|---|---------------------|---------------------|------------|
| Design Budget Performance   | Budget              | Actual              | %          |
| <b>Projects in ODOT Region 1</b>                                      |                     |                     |            |
| SE Foster Road Bridge/ Barbara Welch Rd                               | \$577,528           | \$547,930           | 95%        |
| SW Greenburg/ Main/ OR99W (Prelim)                                    | \$349,910           | \$261,454           | 75%        |
| NW Cornell Road Construction*   | \$588,811           | \$219,886           | 37%        |
| <i>*Construction inspection scoped, but completed by County staff</i> |                     |                     |            |
| Port of Hood River Frontage Road                                      | \$558,534           | \$447,567           | 80%        |
| SW Hall/ OR99W (Prelim)   | \$250,000           | \$135,448           | 54%        |
| Portland Transit Mall   | \$789,000           | \$777,701           | 98%        |
| <b>Projects in ODOT Region 2</b>                                      |                     |                     |            |
| Willow Ave - Woodburn   | \$230,620           | \$191,060           | 83%        |
| OR 214 Woodburn Phase 2 Design  | \$231,950           | \$231,702           | 100%       |
| Marquam Bridge  | \$133,840           | \$71,343            | 53%        |
| Polk County Bridges   | \$2,776,000         | \$2,541,700         | 91%        |
| <b>Projects in ODOT Region 3</b>                                      |                     |                     |            |
| Jackson County Bridges  | \$2,315,000         | \$2,310,799         | 99%        |
| Downtown Brookings/ Highway 101                                       | \$221,165           | \$221,165           | 100%       |
| <b>Projects in ODOT Region 4</b>                                      |                     |                     |            |
| Culver Highway  | \$272,620           | \$196,162           | 72%        |
| O'Neil Highway  | \$290,429           | \$196,047           | 66%        |
| <b>Statewide</b>  |                     |                     |            |
| CPDG  | \$159,684           | \$140,312           | 91%        |
| Bridge Assessments  | \$4,230,000         | \$3,342,000         | 79%        |
| <b>TOTAL AVERAGE</b>  | <b>\$13,975,391</b> | <b>\$11,832,276</b> | <b>84%</b> |