

2.2.1 PROPOSER'S PROJECT MANAGEMENT for PE-DESIGN SERVICES

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

KPFF's management and organizational structure prioritizes the practice of engineering above business. This approach has been the cornerstone of our success for over 50 years. We provide business and administrative support to facilitate engineering work and allow our engineers to focus on delivering quality projects and taking care of client needs. As a side benefit, KPFF maintains a lean corporate structure with one of the lowest overhead rates in the industry. While KPFF is a large firm with significant depth and breadth of resources, our day-to-day operations are more in line with those of a local firm, with local staff that is empowered to make the day-to-day decisions.

While KPFF has over 850 employees in 18 offices, nearly all of our Oregon work is performed from our local offices in Portland and Eugene. **For example, three of our recent multi-discipline transportation projects in Oregon, I-5 Vertical Clearance Improvements, Bundle 415 Bridge Repairs and SE Division Street Reconstruction, were 100% staffed by our Oregon offices.**

KPFF's management structure is flat with minimal hierarchy. We have three simple classifications for our design professionals: principal-in-charge (PIC), project manager (PM), and engineer.

Principals: Curt Vanderzanden and Craig Totten, respectively, will be our civil and structural principals-in-charge. Curt and Craig are both active contributors to our design process through participation in design team meetings, over-the-shoulder reviews and brainstorming sessions. This **"working principal"** approach allows KPFF to efficiently and effectively engage principal experience and judgment.

Principal Responsibilities

- Serving as Engineer of Record (EOR)
- Providing senior level technical leadership by maintaining close involvement throughout project development
- Conducting regular check-ins with clients
- Serving as project managers on select projects

Project Managers: Project managers are typically associates in our firm, though for certain projects, a principal may serve in this role. Our WOC PMs, shown in the Organizational Chart on page 3, are experienced engineers with demonstrated ability to lead and manage multi-discipline transportation project teams and solid project delivery track records. This has resulted in a high rate of return business, including long-standing on-call contracts with public agencies, including Portland Bureau of Transportation, Clark County Public Works, Portland Bureau of Environmental Services, Oregon Parks and Recreation Department, TriMet, and the Ports of Portland and Vancouver.

Project Manager Responsibilities

- Day-to-day client contact
- Developing work scope, budget and schedule, and contract negotiations
- Monitoring schedule and budget
- Coordinating subcontractor work
- Providing senior level design input
- Coordinating QA/QC process

Engineers and Technical Staff: The PIC and PM work together to assemble the best technical staff for each WOC, including design leads, support engineers, and CADD technicians. We strive to keep design teams intact throughout the project and from one WOC to the next to minimize learning curves. This technical support staff is KPFF's third and final level of management. Our design engineers are experienced and committed to the same client goals as the rest of our professional team.

How does our organizational structure aid the delivery of project services?

- **SPEED:** Our local staff manages work independently, with no need to consult a remote corporate headquarters.
- **ACCOUNTABILITY:** Our chain of command remains local and relevant to the work in Oregon.
- **AFFORDABILITY:** We have one of the lowest overhead rates in Oregon.
- **CONSISTENCY:** You will know the decision makers from KPFF on a first name basis.
- **FLEXIBILITY:** Our professional culture helps us rapidly adjust to client and project needs.

PRINCIPAL INVOLVEMENT

Portland Bureau of Transportation, NE 21st Avenue Bridge Rehabilitation – In this small but complex bridge rehabilitation, a construction quality problem was found when the falsework for one of the pile caps was removed. Within 2 hours, our PIC (Craig Totten) was under the bridge with our project engineer meeting with PBOT engineers to determine if the pier cap was safe without the falsework while repairs were made.

ADAPTING TO SCHEDULE SHIFTS

PBOT SE Division Streetscape:

Adjustment to schedules doesn't always mean that the schedule is accelerated. For this \$12 million project for the City of Portland, the schedule was extended several times to accommodate the needs of the City and the public. KPFF was able to adapt to these requests by shifting staff to other ongoing projects and making sure that the same staff was available when the project was restarted with minimal impact to the project budget.



Engineer and Technical Staff Responsibilities

- Performing engineering design calculations
- Developing drawing details to be drafted by CADD technicians
- Implementing quality control plan
- Supporting project managers and principals in serving our clients

KPFF's **chain of command** can be measured with a simple tape measure: at its longest, it runs from our principal's desk to our PMs' and engineer's desks a few feet away. In its shortest form, the chain of command starts and stops with the well-qualified design engineer responsible for a particular design decision. We subscribe to the philosophy that a decision is best made by the person most informed and qualified to make that decision. **Empowering our employees to be effective decision makers means that we provide our client swift and accurate answers. Oversight by our principal and project manager ensures that quality is not compromised for the sake of speed.**

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

KPFF has assembled a team of subcontractors covering the broad range of professional services that may be required on WOCs. (See Organizational Chart, page 3, for a complete list). Our team includes multiple firms for each type of service, giving us the flexibility to select the most qualified firms for each WOC. KPFF has long-standing relationships with 31 of the 37 subcontractor firms on the KPFF team. These partner firms have demonstrated their technical expertise, responsiveness and commitment to excellence on previous transportation projects with KPFF. Additional vetted subcontractors have been included to supplement geographic coverage and ensure our ability to meet DBE requirements.

Subcontractor Selection: KPFF's PIC and PM will lead the selection of subcontractors for specific WOCs. Selection must be efficient and timely to avoid delays in project startup, and must be comprehensive to limit the potential for unnecessary contract amendments, which can impact schedule and productivity. Subcontractor selection will be completed using the four-step process shown to the right.

Subcontractor Selection Process:

1. Evaluate project needs: Our PIC and PM review the WOC scope and determine what required services KPFF is unable to self-perform or could be more efficiently performed by one of our subcontractors. Project goals for DBE participation are identified.

2. Evaluate subcontractor qualifications: Subcontractors are evaluated for familiarity with the project or site, past performance on similar projects, technical expertise, geographic location, key staff availability, existing relationships and DBE status.

3. Confirm preferred subcontractors: KPFF contacts subcontractors meeting project needs to discuss the project in detail and to confirm our choices for the project team.

4. Negotiate subcontractor scope and fees: KPFF promptly begins negotiations for comprehensive scopes / fees and weaves these into our prime WOC.

Subcontractor Utilization and Management:

KPFF's PMs foster a collaborative team approach to project development through open and honest communication with all team members. We use the following methods to achieve this:

- Engaging subcontractor partners during early and ongoing team meetings to ensure buy-in of project goals and team responsibilities. For example, during the initial phase of our Sellwood Bridge cost review project, we conducted a joint KPFF and subcontractor team site visit followed by a team workshop in the office to develop a coordinated project approach.
- Actively stressing team responsibility for schedules, budgets and quality.
- Encouraging direct contact among team members, including subcontractors, to facilitate decision making and coordination among disciplines. Team members are directed to keep our PM informed of these discussions.
- Maintaining active communication lines through regular check-ins with subcontractors to assess progress and including subcontractors in relevant electronic correspondence.
- Reviewing subcontractor deliverables and invoices before submittal to the Agency: **we fully understand that KPFF is responsible for the work completed by our subcontractor partners and take this responsibility very seriously.**

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

Meeting project schedules without sacrificing quality requires a team with experience, technical expertise, proactive project management and a strong commitment to common project goals. **KPFF's success in delivering quality projects on schedule is based on the following key strategies and methods:**

- Provide strong and effective project management including:**
 - Facilitating effective communication**, encouraging open and honest discussions that allow issues to be addressed in a way that minimizes impacts to the project
 - Working with agency staff to determine project scope, desired outcomes, and priorities **to foster a common understanding between agency staff and our team**

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



- Holding team meetings on a regular basis, with clear agendas and defined goals. **Discussions of schedule at each meeting focus on identifying the information each team member needs**
- Proactively identifying issues that require agency input and providing timely information so that decisions can be efficiently incorporated
- **Develop and manage project schedules including:**
 - Conduct meetings to develop schedules that reflect agency goals and provide team members the opportunity to identify information needs and timing
 - Preparing detailed project schedules that reflect the interdependencies of the various tasks and identify the critical path
 - Identifying tasks on the critical path that can be expedited and what staff resources may be needed to address unforeseen issues
 - Identifying tasks that could negatively impact the schedule, determining what the potential impacts may be and building contingencies into the schedule
 - **Building quality control and interdisciplinary coordination reviews into the schedule from the start: we hold our teams accountable for meeting these dates**
 - Reviewing and updating schedules on a regular basis in collaboration with our team to track progress and to identify potential bottlenecks that need to be addressed
- **Effective project staffing and management including:**
 - Assigning staff with the right qualifications to the project team from the start - our team includes the depth of staffing resources to allow us to do just that
 - Actively involving senior level staff throughout project development to set the correct path for design that efficiently meets project goals
 - Assigning additional experienced staff to help meet project needs when a task must be expedited to maintain or accelerate a schedule
 - Ensuring efficient project development by maintaining the same team for the entire project, scoping through construction
- **Ensure quality is not compromised by:**
 - Building a common team understanding of quality expectations through team meetings and regular quality control reviews
 - Incorporating time for formal quality control and cross-disciplinary coordination reviews into the project schedule The schedule for these reviews is treated with the same urgency and respect as scheduled dates for deliverables to the client
 - Providing consistent senior level “over-the-shoulder” feedback to designers throughout project development, which helps expedite project schedules and ensures quality by minimizing wasted efforts going down the wrong path



The Cougar Creek Bridge Replacement project was fully designed and permitted in just 14 months...KPFF turned around reviews and responses within minimal timeframes...the project had no design-related change orders.”



Jean Singer, PE, Capital Project Manager,
Clark County Public Works

A NEW HOMEPORT IN 20 MONTHS
NOAA Marine Operations Center
 – Pacific: KPFF played a key role in developing this \$30 million marine facility in Yaquina Bay. Due to lease requirements, this complex project had to be designed, permitted and constructed within 20 months. KPFF met the schedule, providing quality construction documents, resulting in construction change orders of less than 1% of the budget.



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

We recognize that there are situations where project schedules need to be adjusted to accommodate changed conditions, agency requests, and other outside influences. We have the ability to accommodate any reasonable accelerated schedule request. Our management approach allows us to address project staffing decisions immediately without the need to consult upper levels of management.

This ability to react to our client's needs quickly and effectively is key to KPFF's long history of success.

Methods that KPFF uses to track and adjust schedules and/or staffing include:

- Developing, monitoring and updating project schedules through consistent communication with our clients and our teams to identify acceleration opportunities
- Building contingencies into the schedule to account for complex or undefined tasks and to allow for unknowns that may arise
- Looking for opportunities to take advantage of schedule float and adapt schedule logic where possible
- Utilizing staff overtime to address short term schedule needs rather than bringing in additional staff who are unfamiliar with the project
- Drawing support from additional staff as required to meet long-term schedule needs from within KPFF's Oregon offices (total Oregon staff of 150+), other KPFF offices, and our subcontractor partners

RAPID RESPONSE

Port of Portland, I-84 / Troutdale Interchange Conceptual Design Analysis

Under an on-call contract with Port of Portland, KPFF provided conceptual design layouts, analysis and cost estimates for modifications to this interchange on a very aggressive timeline to support the Port's pursuit of funding for access improvements. **Under Curt Vanderzanden's leadership**, KPFF was able to respond immediately, getting under contract within 2 days of the initial phone call and completing the work within 10 days.

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

KPFF is committed to a comprehensive, coordinated approach to Quality Control for PE design services. Our responsibility to provide quality deliverables is understood and accepted by the entire KPFF team and our subcontractor partners. We implement an efficient and streamlined Quality Control Plan that enables all areas of project quality to be controlled by the appropriate team members throughout the life of the project. The Quality Control Plan is flexible and adapts to the changing needs of the project.

KPFF QUALITY CONTROL POLICY

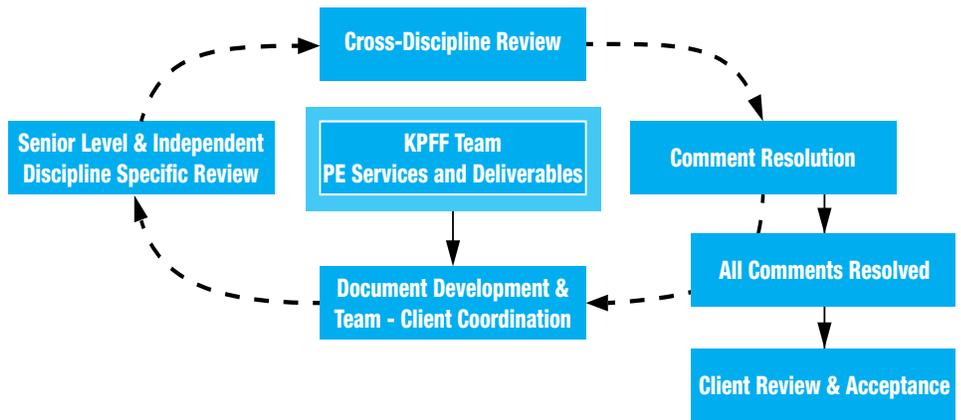
- An experienced Quality Assurance Manager oversees implementation of the Quality Control Plan
- We continuously implement a coordinated team approach to Quality Control
- Independent, experienced and senior QA/QC reviewers are dedicated to all phases of the project and perform reviews prior to every submittal to the client
- We conduct "Pin Up" meetings with clients and the team to foster a common understanding of project scope and deliverables
- Project deliverables receive regular cross-disciplinary reviews
- Team members question and validate all assumptions and ideas
- The Quality Control Plan is posted on the KPFF Intranet and project-specific FTP site and is available to all team members including subcontractors
- KPFF applies a QA/QC stamp to all reviewed documents to track comments and resolution



Work Planning Meetings

Quality Control is the responsibility of KPFF – NOT OUR CLIENTS

This flow chart and table illustrate our **Quality Control Procedures** and the organization of our Quality Control Team for PE-Design:



QA/QC Team Members	QA/QC Tasks
Quality Assurance Manager - Art Johnson	<ul style="list-style-type: none"> Oversight and certification on every project
Senior Level Quality Control Team <ul style="list-style-type: none"> Craig Totten (Structures - PIC) Curt Vanderzanden (Roadway - PIC) Subcontractor PIC Project Manager 	<ul style="list-style-type: none"> Resolution and documentation of review comments Implementation of work order contract requirements Cross discipline coordination Design and permitting schedule Cost control
Design Review Team <ul style="list-style-type: none"> Project Engineers Independent Reviewers 	<ul style="list-style-type: none"> Design assumptions and code application Cross discipline coordination Calculation checks
CADD Review Team <ul style="list-style-type: none"> CADD Manager Project Engineers 	<ul style="list-style-type: none"> Drawing review <ul style="list-style-type: none"> - Clear - Correct - Complete - Coordinated
Cost/Specifications and Constructability Team <ul style="list-style-type: none"> Independent Reviewers Constructability Reviewer (David Place) Project Manager 	<ul style="list-style-type: none"> Cross referencing of specifications, drawings and cost estimates Biddability Constructability

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

At KPFF we understand how important it is for ODOT and local agencies to keep track of project budgets and to be fully informed of the effects of decisions on those budgets. Consistent communications between the design team and agency staff, including open and honest discussions about project scope and budget, are essential.

This communication begins at the very start of the work when KPFF evaluates the project scope and budget provided by the agency. We meet with the agency PM to discuss project scope face-to-face and visit the project site with key team members to ensure a common understanding of the project, including what is in the project scope and, just as importantly, what is not. **“Gray areas” or work that our team believes would benefit the overall project are discussed with the agency PM and the potential cost impacts are provided for consideration.**

Our first check on the overall project budget occurs as we work to define the project scope. We verify that the project budget is reasonable for the scope using our in-house cost database for similar projects, as well as published preliminary cost estimating tools such as ODOT’s Average Bid Prices and Construction Cost Trends. **If we find that the budget appears insufficient for the project scope, we notify the agency PM immediately, providing the estimating numbers and sources for our concerns.** Often there are opportunities to reduce scope while still

MINIMIZING IMPACT OF MATERIALS PRICE CHANGES
NOAA Marine Operations Center – Pacific: KPFF accelerated the design of the structural steel and development of a procurement package to minimize the effects of rising steel prices on the project allowing the Port to move forward in purchasing the needed materials at a better price.

meeting project goals. **These opportunities are presented to the agency PM to allow the agency to make an informed decision about what is to be included in the final scope of work.**

Coordination Meetings: Recognizing that “scope creep” is the most common source of budget problems we include a “Scope and Budget” agenda item in every coordination meeting for our discipline leads to discuss potential impacts to scope and budget. When a potential increase in scope is identified, the reasons for it and options to mitigate it are discussed. Cost risks unrelated to scope are also discussed, such as asphalt pricing, steel pricing and general industry trends. **If not present at the meeting, the agency PM will be informed of the potential budget impact immediately after the meeting with a phone call and follow-up email. The potential impacts will also be documented in the meeting minutes and tracked thereafter.**

Cost Estimates: From the start, KPFF takes project cost estimating very seriously. This includes generating unit prices for all pay items at DAP (**we do not use preliminary square foot costs for DAP estimates**) and using these prices for generating our estimates. ODOT Cost Data tables are used along with discussions with industry contacts to ensure that estimates are accurate and up to date. Our team also includes former contractor Dave Place and project manager Stephen Whittington, who have experience providing cost estimating assistance for non-typical bid items. Estimates are updated at every submittal and independently checked by engineers not directly involved with their preparation. **When estimates indicate potential problems with the overall budget, they are provided to the agency PM and discussed immediately, so that the agency PM is not surprised by what is included in the submittal.**

SUCCESSFUL PROJECT DELIVERY

PBOT, NE 21st Avenue Bridge Repair: PBOT discovered significant deterioration in this structure and was forced to restrict traffic. Repairs needed to be completed during the 2012 in-water work period to avoid the risk of another year of bridge restriction. KPFF successfully met every design milestone, completed the design within the original budget and construction was completed on time and within budget. The quality of the final engineered documents is best represented by the fact that the Engineer’s Estimate was within 1% of the average of bids.

2.2.2 PROPOSER’S COST EFFECTIVENESS for PE-DESIGN

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

KPFF continually focuses on providing quality services to our clients in the most efficient way possible. This focus on efficient quality is reflected in our overhead rate, which is one of the lowest in Oregon for transportation prime consultants, despite having over 850 staff nationwide and being ranked No. 80 in the U.S. by Engineering News-Record among Pure Design firms.

Our efficiency is maintained in individual work orders through the following practical policies and measures:

- **Writing a clear and comprehensive scope of work at the outset:** We discuss the most appropriate approach to each task with key team members and work together to estimate the level of effort needed to complete the tasks. This creates a thorough understanding and buy-in by key team members as to what is expected of them.
- **Developing an all-inclusive work plan:** At the start of large and/or complicated projects, KPFF holds a “pin-up” work planning meeting with key team members. The agency PM and key staff are encouraged to attend this meeting. The project schedule with all deliverables is posted on the wall in large scale and all discipline leads use colored sticky notes to add their work products and intermediate needs from other disciplines to the schedule. This process is iterative, encouraging discussion and coordination among team members. This process results in a comprehensive work plan and an understanding by all key team members of what everyone needs to efficiently complete the project.
- **Communicate, communicate, communicate!** From the beginning, every member of the design team is provided the work plan, schedule and estimated hours for their work. At team coordination meetings, the work plan and schedule are reviewed and variations are discussed and addressed.
- **Monitoring Costs:** KPFF believes all members of our design team should be aware of project budgets, costs and expenses. Every week, members prepare



KPFF was very responsive in answering questions from the Region.

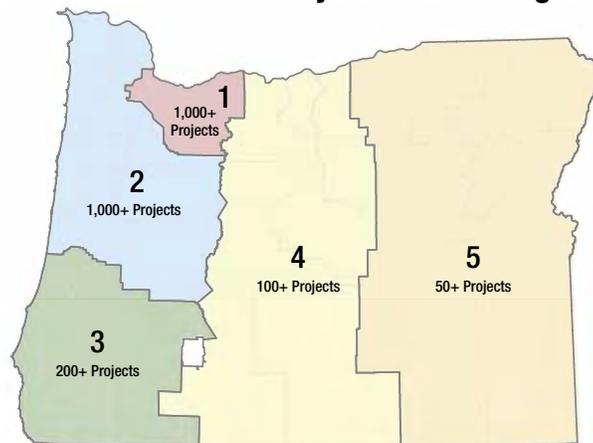


Brian Baker, Design Coordinator
Oregon Bridge Delivery Partners,
Bundle 415-US 30 Repairs

a status report, projecting hours they expect to spend on each project and task they are working on. These status reports are created in MS Excel and list the costs to date and budget for each task to be completed. In addition to informing staff of the budget status on their tasks, this report is reviewed by our PMs to ensure the budgets are on track with expectations and assumptions.

- **Minimizing rework:** While it is understood that the engineering process is at times iterative, unnecessary rework is time-consuming and expensive. Using daily over-the-shoulder reviews and regular internal review meetings, our senior staff constantly monitors the work progress to ensure that work is being conducted efficiently and accurately. **If rework is required because of our oversight, we do not bill our clients for the time to perform the rework.**
- **Maintaining staff continuity:** “Concept-to-ribbon-cutting” maintenance of our project staffing is something we strive for on every project. This reduces the number of learning curves that a project experiences and increases our staff’s pride of ownership in their work products. Sometimes, project conditions and outside criteria change as a project develops, which may mean that the solution and alternatives being developed are no longer the most appropriate. Maintaining a continuous project team allows us to identify these conditions and circle back faster to get to the best possible outcome.
- **Minimizing reimbursable expenses:** Phone calls, copies, computer and software usage time are included in our low overhead rate and are not charged to our clients as project expenses.
- **We value long-term client relationships:** KPFF judges success not just on individual project outcomes but on the long-term relationships we maintain. This approach means we will be your partners in delivering the project no matter what challenges we face along the way. **After we establish a scope and fee for a project, our policy is not to ask for additional fees unless there are significant owner-driven changes in scope or schedule.**

KPFF Projects in ODOT Regions



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

KPFF brings a direct working knowledge and an understanding of how to work efficiently and competitively throughout Oregon. The volume of projects we have completed in the last 10 years within the various regions of the state is shown in the map above and is testament to our ability to work in all ODOT regions efficiently and competitively.

Practical measures to minimize expenses to ODOT and local agencies during PE and Design:

- KPFF owns several cars which we use for project travel. The cost of owning and maintaining these cars, including fuel is included in our low overhead rate. We will not charge for mileage and will carpool and require our subcontractors to do the same to minimize travel costs.
- Travel time by KPFF staff outside of the regular eight-hour work day will not be charged.
- When traveling, meals and incidentals (or “per diems”) will not be charged. Only lodging cost will be charged, and these expenses will be at or below ODOT published rates without markup by KPFF.
- When possible, trips will be combined to accomplish more than one task. For example, coordination meetings or submittal review meetings can often be combined with public open houses. Also, when we are working on more than one project in a particular area, trips can be scheduled back-to-back allowing us to split expenses between projects.
- Only the necessary team members will travel. We have several conference rooms with Smartboard and video conferencing facilities in our offices. When possible, conference calls, video conferencing and web conferencing are used to minimize travel expenses.

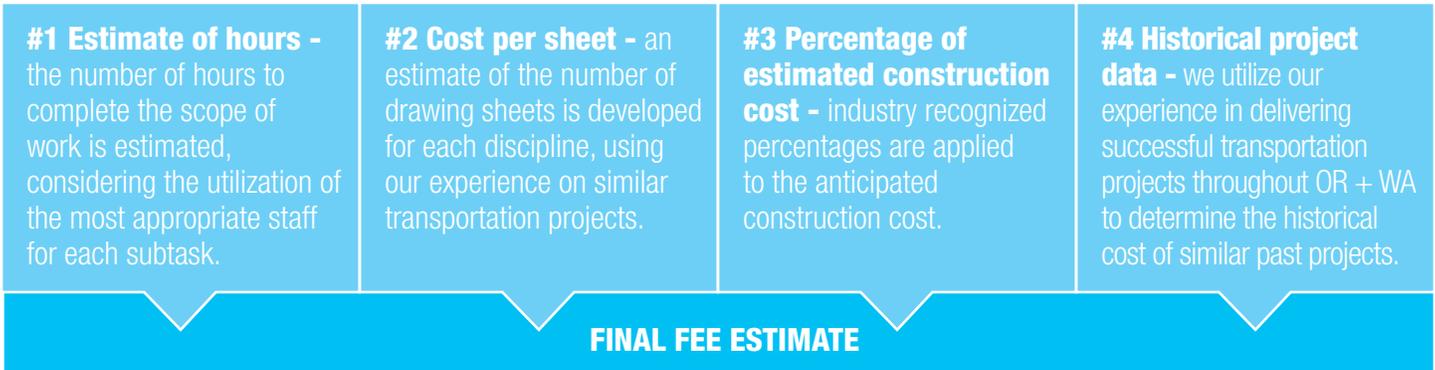
B. Describe the specific methods, tools, and processes Proposer uses to develop the estimate for Services.

The development of a fair and accurate estimate for services must be based upon a clear understanding of the scope of work, a comprehensive knowledge of what it takes to complete the work and an open and honest collaboration with our clients.

KPFF determines the most cost effective and accurate professional services estimate using the following methods:

- Clearly defining the scope of work before developing fee estimates. Collaboration with the client is key to this step and involves scoping meetings and site visits to determine an accurate scope of work and identify potential additional scope items.
- Reviewing the project prospectus for consistency with the planned scope of work and projected fees.
- Developing professional services estimates utilizing senior level staff who have experience with similar project types. All of our key staff highlighted in this proposal have experience developing fee estimates for ODOT and local agencies.
- Reviewing subcontractor estimates and completing comprehensive negotiations prior to incorporating subcontractor fees into our overall project fee estimate.
- Independent internal review of the compiled estimate by senior staff not involved in the project, and resolution of comments prior to beginning negotiations with ODOT.

Our PMs, key staff and principal-in-charge use four estimating methods to develop a final estimate, as illustrated below. Each of the estimating methods is appropriately weighted to account for the specifics of the project:



We appreciate that our clients' time is valuable and are committed to providing a complete and accurate professional services fee estimate. Our goal is to make the development of work order contracts as straightforward as possible to enable the KPFF-agency team to begin work toward delivering a successful and cost-effective project.

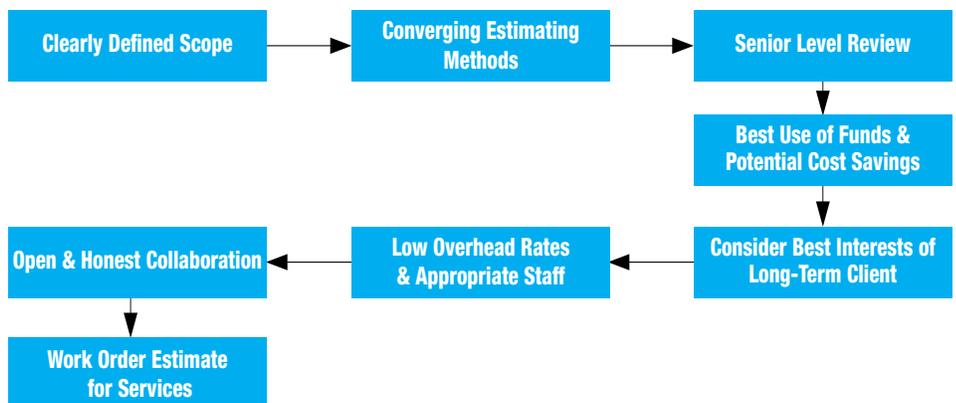
How does Proposer ensure that estimates for Services are fair and reasonable to both the government and Proposer?

KPFF is committed to delivering successful projects, within a budget that is fair to our clients and our team. Maintaining long-term client relationships is key to our approach to delivering design excellence at a fair price.

We believe that the core elements to developing a fair and reasonable fee are:

- Keeping the focus on making the best use of the client's available project funds through a process of open and honest collaboration from initial project scoping through construction completion
- Negotiating with the client to ensure a shared understanding of the project scope
- Maintaining one of the lowest overhead rates in Oregon through efficient use of our technical and administrative resources and our flat management approach
- Identifying potential cost saving measures from the very beginning of the scoping phase
- Assigning appropriate staff to every task to ensure efficient development of our designs throughout the life of the project
- Making the best use of design team and agency time, including inviting the correct team members to project meetings and submitting only clear and coordinated deliverables to streamline agency review

Fair and Reasonable Estimate for Services



2.2.3 PROJECT TEAM & QUALIFICATIONS for PE-DESIGN SERVICES

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

Each of KPFF's Project Managers has experience managing and leading interdisciplinary transportation teams with ODOT and other state and local public agencies. Our PMs have solid records of delivering successful interdisciplinary projects. As proof of their excellent performance and their continued commitment to their clients, these PMs have helped KPFF earn and retain multiple on-call service contracts in the local and regional communities. A sample of these current on-call service contracts include: Portland Bureau of Transportation, Portland Bureau of Environmental Services, Metro, Port of Portland, Oregon Parks & Recreation Department and the Portland Development Commission. All of the clients listed above have renewed their commitment to KPFF for professional services for multiple renewal periods. Our project managers exemplify KPFF's commitment to establishing long-standing, meaningful relationships with all of our clients.

A brief summary of relevant qualifications for each of our proposed PMs follows below. More detailed information is available on the resume forms provided in part 2.2.3 C.



Curt Vanderzanden, PE (26 Years of Experience, 23 Years with KPFF)

“Curt is a knowledgeable and talented engineer and an effective project manager. He’s been a true asset to the team.” – Elizabeth Mahon, Project Manager, Portland Bureau of Transportation

Curt’s experience leading multi-disciplinary teams in the delivery of transportation projects spans from the SE Water Avenue project for the City of Portland in 1994 to his current work on the SE Division Streetscape Project. His experience also includes a number of projects completed directly for ODOT, (OR 99W – Miller Creek Bridge, Bundle 206, and Bundle A04) as well as projects completed for local agencies (City of Hood River, City of the Dalles, City of Portland, etc...) He has been instrumental in the development of KPFF’s work in the public works and transportation markets.



Craig Totten, PE, SE (21 Years of Experience, 17 Years with KPFF)

“As Project Manager, Craig Totten has done an excellent job of directing and managing all of the team members...He has been meeting project schedules and budget restraints. Craig’s management and the services of KPFF and the team have exceeded my expectations.” - Nestor Mirafuente, PE, Portland Water Bureau

Craig is a structural engineer and principal with KPFF with a passion for working on transportation structures to improve the built environment. He has managed some of KPFF’s more complicated and difficult public projects, including the seismic retrofit of five historic steel trusses for the Portland Water Bureau, widening and strengthening of the Steel Bridge Glisan Ramp for TriMet and design of ODOT’s Hilgard Interchange bridge over I-84 as part of Bundle 206.



Stephen Whittington, PE (18 Years of Experience, 9 Years with KPFF)

“Thanks much for your help & service. It is invaluable to have folks like you (Stephen) assisting us in delivering a quality program!” - Carolyn Heniges, Capital Project Manager III, Clark County

Stephen is experienced with a wide range of project management skills relevant to this contract, including cost estimating, scheduling, value engineering and constructability reviews, and technical report writing. Projects on which he has served as PM or assistant PM include: Bundle 206 Bridge Repairs & Replacement, Region 5; I-5 Vertical Clearance Improvements, Region 2; Sellwood Bridge Independent Design Review, Region 1; and Garden Way Bridge Strengthening, Region 2.



Stuart Finney, PE, SE (13 Years of Experience, 11 Years with KPFF)

“KPFF (with Stuart as project manager) did an excellent job on this Bundle.” - Tim Dodson, ODOT Project Manager, Bundle 415 Bridge Repairs

Stuart manages projects effectively as an integral part of the design team. He has led dozens of bridge repair and replacement projects, ranging from simple replacements to complex, state-of-the-art seismic strengthenings. Projects on which he has served as PM or design lead include: Bundle 415 Bridge Repairs, Highway 30 between St. Helens & Astoria, Regions 1 & 2 ; Bundle A04 Bridge Replacements & Repairs, I-5 near Cottage Grove, Region 2; Miller Creek Bridge replacement, Region 2; North Going Street Bridge Seismic Rehabilitation, Region 1.



Sean Battle, PE (13 Years of Experience, 6 Years with KPFF)

Sean is familiar with processes, regulations and design standards for ODOT, WSDOT and his representative projects include: I-405/Northeast Sixth Street to I-5 Widening and Express Toll Lanes; I-405/SR-520 to SR-522 Stage 1 (Kirkland Stage 1); I -5/SR 526 to US 2

A key part of the Quality Management Plan for WSDOT’s recent SR 518 and SR 99 roadway improvements project involved having a clear process for resolving the conflicting requirements between three agencies with permit authority. As project manager, Sean Battle effectively dealt with this by developing a concept and documenting it in the “tri-party” storm drainage report. Final approval was granted, along with compliments from the NW Region Hydraulics Engineer as to how clear and logical the report was.

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

A wide variety of transportation-related services will be needed to fulfill potential WOCs under this contract. KPFF has the qualifications and prime consultant experience to self-perform the following services:

KPFF Service Areas		
Bid Assistance	Erosion Control	Retaining Wall Design
Bridge Design	Field Survey and Mapping	Roadway Design
Bridge Inspection	Greenstreets Design	Seismic Strengthening Design
Bridge Load Rating	Movable Bridges/Heavy Mechanical Design	Stormwater Management Design
Bridge Rail Retrofits	Permit Acquisition	Utility Coordination
Building Design	Plans, Specifications and Estimates	Utility Design
Construction Phasing and Sequencing	Project Management	Value Engineering
DAP Preparation	Project Scheduling	Waterfront/Marine Structures



KPFF has managed the project very well. I appreciate their responsiveness and professionalism.



Ken Kohl, Project Manager, ODOT

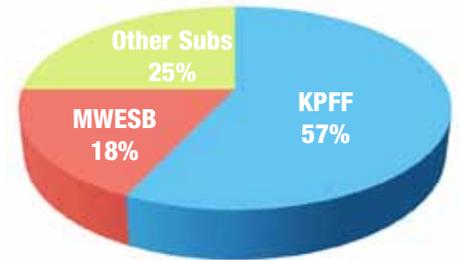
Provide 2 or 3 examples of multi-discipline (i.e., full-service) transportation design projects started in the last 5 years where Proposer was responsible for 51% or more (based on cost) of the PE-Design phase work under the contract.

KPFF has provided all of the services listed in the table on page 11, for multi-disciplinary transportation projects throughout Oregon. Our ability to self-perform more than 51% of the PE-Design phase of work orders expected under this contract is demonstrated by the following three projects:

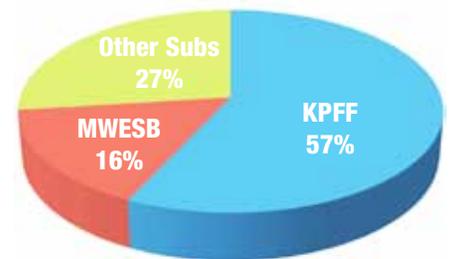
Project Name: Oregon Department of Transportation, US Hwy. 30 – Big Creek to Tide Creek (OTIA III Bundle 415)
Location: Between St. Helens and Astoria on Highway 30
Year Started: 2008
Total Contract Dollar Amount: \$1,016,018
Tasks Self Performed by KPFF: Project Management, Civil and Structural Engineering
Percentage of Contract Amount Self Performed by KPFF: 63%
MWESB Participation: 18%
Other Subs: 19%



Project Name: The Dalles Downtown Riverfront Connection Project – Commercial Dock and Lewis and Clark Festival Park
Location: The Dalles, Oregon
Year Started: 2008
Total Contract Dollar Amount: \$956,832
Tasks Self Performed by KPFF: Project Management, Civil, Structural and Marine Engineering
Percentage of Contract Amount Self Performed by KPFF: 57%
MWESB Participation: 18%
Other Subs: 25%



Project Name: I-5: Lane County Interstate Sign Replacement
Year Started: 12/2007
Total Contract Dollar Amount: \$544,480 for PE
Tasks Self Performed by KPFF: Project Management, Surveying, Civil and Structural Engineering, and Utility Coordination
Percentage of Contract Amount Self Performed by KPFF: 57%
MWESB Participation: 16%
Other Subs: 27%



“ KPFF received “outstanding” marks in communication, working within project budget, and adjusting to project changes for the Final DAP-to-Award consultant performance evaluation.



Scott Liesinger, Project Manager, Oregon Bridge Delivery Partners

NAME & TITLE

Curt Vanderzanden, PE
Principal | Project Manager

NAME OF FIRM (only if sub)**ROLE ON THIS PROJECT**

Contract Manager / Project Manager /
Civil Principal-in-Charge

ACTIVE REGISTRATION IN OREGON YES
DISCIPLINE Civil Engineering

EDUCATION

Associates of Applied Science

YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT

26 years

Curt Vanderzanden has over 26 years of experience in civil engineering and project management, including over 15 in the management of multi-discipline teams, and a strong record of successfully delivering transportation projects. His transportation experience includes a mix of projects for local agencies and ODOT. Curt has served as KPFF's contract manager for a number of our on-call contracts with local and state agencies and has a record of responsiveness and delivering quality projects.

His experience includes design of street improvements, storm drainage, sanitary sewer and water systems, striping, signage, pedestrian access and construction staging, as well as public involvement and quality assurance/quality control. He has managed a large number of projects requiring acquisition of environmental permits including bridge, roadway and marine projects.

Curt is well known with clients for his responsiveness and ability to maintain schedules and budgets, as well as his ability to work through difficult issues that often arise in the development of complex projects. Curt joined KPFF in 1986 and was named a principal in 2009.

EXPERIENCE ON RELEVANT PROJECTS**Portland Bureau of Transportation, SE Division Streetscape Improvement**

Curt is serving as Project Manager for this \$13 million project for the City of Portland, partially funded with a federal transportation grant. The project, scheduled for construction in early 2013, will provide pavement rehabilitation, streetscape improvements, green street design features for stormwater management and sewer main replacements for this 29-block corridor. **PROJECT OUTCOME:** Curt has played a key role in working with various stakeholders to develop consensus and resolve conflicting requirements resulting in a project that meets the City's goals within budget.

City of The Dalles, Downtown Riverfront Connection Project

Curt is serving as Project Manager for this multi-packaged project that includes streetscape improvements and a pedestrian undercrossing of the UPRR mainline, rehabilitation of a historic structure, a new park and a commercial dock facility. **PROJECT OUTCOME:** Construction of the park and commercial dock were completed in September, 2012 with total construction change orders of less than 4%.

NOAA Marine Operations Center – Pacific

Curt served as Project Manager for this complex \$29 million marine project for the Port of Newport. Due to the requirements of the lease agreement, the project had to be designed, permitted and constructed within 20 months. This required intensive coordination with federal and state agencies to facilitate rapid acquisition of necessary permits. **PROJECT OUTCOME:** This very complex project was completed on-time and within budget.

OR 99W: Miller Creek Bridge

Curt served as KPFF's Project Manager for Preliminary Design and CA/CEI for this bridge replacement project on OR 99W south of Monroe. KPFF's team provided survey, environmental permitting, wetland mitigation, civil, structural and traffic engineering and CA/CEI. **PROJECT OUTCOME:** Construction was **completed over 4-months ahead of schedule with change orders of less than 4%**.

I-84: Irrigon Junction – Hilgard Interchange – Bundle 206

Curt served as KPFF's roadway engineering lead for repair of (7) bridges and replacement of (1) bridge on I-84 in Eastern Oregon. Roadway work included temporary traffic control, lowering of an existing undercrossing at Irrigon and modifications to the Hilgard Interchange to accommodate a new bridge. **PROJECT OUTCOME:** KPFF worked closely with OBDP and ODOT staff to develop stormwater treatment facilities to treat mainline surfaces in lieu of ramps which saved the project money, while also providing a higher level of treatment.



Curt provides a level of service that makes the customer seem like they are the only client.



Darrel Monk, Oregon Parks & Recreation Department



Curt is a knowledgeable and talented engineer and an effective project manager. He's been a true asset to the team.



Elizabeth Mahon, Project Manager, Portland Bureau of Transportation (PBOT)

<p>NAME & TITLE Stephen Whittington, PE Associate I Structural Engineer</p>
<p>NAME OF FIRM (only if sub)</p>
<p>ROLE ON THIS PROJECT Project Manager</p>
<p>ACTIVE REGISTRATION IN OREGON YES DISCIPLINE Civil Engineering</p>
<p>EDUCATION BS, Civil Engineering MS, Construction Engineering/Project Management</p>
<p>YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 18 years</p> <p>Stephen's experience encompasses designing, managing, and constructing multi-discipline transportation projects. During his tenure at KPFF, Stephen has focused on structural design and project management of bridges and other transportation projects for a wide range of public agency clients. He has served as project manager or assistant project manager on multiple ODOT projects, including those listed to the right.</p> <p>Supplementing his well-rounded design experience are Stephen's years working as a construction project engineer for a large, national transportation contractor. While there he served in key engineering management roles on multiple design/build and design-bid-build projects valued from several hundred thousand to more than \$80M.</p> <p>Stephen's breadth and depth of experience equip him with a unique and valuable skill set that makes him a particularly effective project manager for the types of WOCs anticipated as part of this contract.</p>

EXPERIENCE ON RELEVANT PROJECTS

ODOT, I-105 EB to I-5 SB Ramp Over Garden Way Bridge Strengthening

Stephen is serving as project manager and lead structural engineer for the load rating and strengthening for the existing three-span reinforced concrete bridge over Garden Way in Eugene. The KPFF Team originally included structural, civil, traffic, and hazardous material sampling / testing disciplines. KPFF designed a cost-effective bridge strengthening solution that would minimize its impact to local traffic and would eliminate the need for the originally scoped haz mat sampling. **PROJECT OUTCOME:** Design was completed on-time and under a very aggressive schedule in order to avoid ODOT having to weight restrict the bridge. Strengthenings are scheduled to begin on-time in December of this year. Awarded construction bid was below the Engineer's Estimate.

PBOT, Sellwood Bridge Independent Cost Savings Review, Portland, OR

Stephen served as project manager for this cost and constructability review of the planned Sellwood Bridge replacement structure and adjoining interchange. KPFF led a multi-discipline team of environmental permitting, traffic, civil engineering, structural, and cost estimating professionals to develop alternative cost saving designs for this \$330M project. **PROJECT OUTCOME:** Project was completed on-time and within an aggressive timeline of only a couple of months. Improvements and modifications valued at between \$40 million to \$60 million were identified and summarized in a comprehensive technical report.

ODOT I-5 Bridges Vertical Clearance Improvements, Albany to Creswell, OR

Stephen served as assistant project manager and lead structural engineer for this \$8.5M federally-funded project for ODOT. The project consisted of raising 12 existing, multi-span reinforced concrete deck girder bridges over Interstate 5 in order to provide additional vertical clearance for high-load vehicles. **PROJECT OUTCOME:** An additional bridge was able to be added to the contract via change order while still meeting the original project's budget and scheduled completion date. Stephen's design and project management played a significant role in this success. The project experienced a very low percentage of construction change orders (approximately 1%) related to KPFF team's services.

ODOT, I-84: Irrigon Junction – Hilgard Interchange – Bundle 206, OR

Stephen served as assistant project manager for the strengthening of 5 bridges and replacement of 1 bridge along the I-84 corridor in Region 5, as part of the OTIA III bridge repair program. The multi-discipline project design team included environmental, geotechnical, traffic, public involvement, survey, civil engineering, as well as structural engineering. Construction cost for the project was \$10.5M. **PROJECT OUTCOME:** Weight restrictions were lifted from key structures along the I-84 corridor on schedule. The project design was completed on-time and within budget.



Thanks much for your help & service. It is invaluable to have folks like you (Stephen) assisting us in delivering a quality program!



Carolyn Heniges, Capital Project Manager III, Clark County



KPFF [Stephen PM] greatly exceeded the requirements of contract on a regular basis and provided ODOT and OBDP with exceptional service and results nearly every time in these areas.



Scott Liesinger, Project Manager, Oregon Bridge Delivery Partners

<p>NAME & TITLE Craig Totten, PE, SE Principal/Structural Engineering Mgr</p>	<p>EXPERIENCE ON RELEVANT PROJECTS City of the Dalles, funded through Oregon Department of Transportation, Downtown Waterfront Connection and Festival Park Concessions & Restrooms, The Dalles, OR Structural Engineering Lead for the design of a pedestrian undercrossing of the UPRR tracks through The Dalles' city-center. Services are also being provided for park facilities, and fixed and floating docks for cruise ships. PROJECT OUTCOME: First three phases have been completed on time and within budget.</p>
<p>NAME OF FIRM (only if sub)</p>	<p>Port of Newport, NOAA Marine Operations Center - Pacific (MOC-P), Newport, OR Craig served as Structural Project Manager for the new facility, which includes a 1,300 ft long by 35ft wide concrete wharf to provide berthage for up to 6 ships in NOAA's fleet at any given time. In addition, there is a 200ft long by 10ft wide floating small boat dock. PROJECT OUTCOME: This fast track project was completed on time and within budget.</p>
<p>ROLE ON THIS PROJECT Structural Engineering Lead / Structural Principal-in-Charge</p>	<p>Oregon Department of Transportation, ODOT/OTIA III I-84 Irrigon Junction to Hilgard Interchange Bridge Repairs and Replacement (Bundle 206), Eastern, OR Project Manager for the replacement of one bridge and the evaluation and repair of seven bridges along Interstate 84 in Eastern Oregon. PROJECT OUTCOME: KPFF worked closely with OBDP and ODOT staff to develop a cost effective replacement bridge over Interstate 84 while also meeting the aesthetic goals of the project</p>
<p>ACTIVE REGISTRATION IN OREGON YES DISCIPLINE Structural Engineering</p>	<p>Oregon Department of Transportation, Miller Creek Bridge Replacement, Monroe, OR Structural Engineering Lead for the replacement of a five span concrete and timber bridge originally built in 1933 with a new two- span, 105-foot- long by 52-footwide precast slab girder bridge. PROJECT OUTCOME: Construction was completed over four months ahead of schedule with change orders less than 4%.</p>
<p>EDUCATION MS, BENG, Civil Engineering</p>	<p>City of Portland, North Going Street Bridge Seismic Strengthening, Portland, OR Structural Engineering Lead for the design of this seismic strengthening project in North Portland. The existing bridge is a 300ft long 5-span structure over the UPRR mainline tracks and provides the only vehicle access to the Swan Island industrial area. PROJECT OUTCOME: Project delivered substantially below original construction budget.</p>
<p>YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 20+ years</p> <p>Craig is widely recognized as an exceptional structural engineer and project manager. He has a passion for finding innovative and sustainable structural solutions for his projects and is particularly interested in complex bridge and transportation projects that challenge his creativity.</p> <p>Craig's determination to give back to society is evident in his extensive volunteer efforts which include being a member of the Gresham Transportation Advisory Committee and he has also travelled multiple times to Haiti since the January 2010 earthquake to conduct structural damage assessments and train Haitian engineers and contractors on better seismic design and construction practices.</p>	<p>ODOT I-5 Bridges Vertical Clearance Improvements, Albany to Creswell, OR Prime consultant for raising of twelve existing, multi-span concrete bridges over Interstate 5. PROJECT OUTCOME: An additional bridge was able to be added to the contract via change order while still meeting the original project's budget and scheduled completion date. Stephen's design and project management played a significant role in this success. The project experienced a very low percentage of construction change orders (approximately 1%) related to KPFF team's services.</p>
	<p>“ [KPFF was] collaborative and creative, actively participating in team discussions and contributing to the overall success of each project with your innovative design solutions. ”</p> <p>David O'Longaigh, Bridges & Structures, Portland Bureau of Transportation</p>

<p>NAME & TITLE Fred Maddox, PE Civil Project Engineer</p>
<p>NAME OF FIRM (only if sub)</p>
<p>ROLE ON THIS PROJECT Roadway Design Lead</p>
<p>ACTIVE REGISTRATION IN OREGON YES DISCIPLINE Civil Engineering</p>
<p>EDUCATION BS, Civil Engineering</p>
<p>YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 23 years</p> <p>Fred has been actively involved in the development of transportation projects throughout his 23-year career. Since joining KPFF in 2000, he has served as the lead roadway engineer for the majority of KPFF's major projects with ODOT and other transportation agencies. Fred has developed a solid understanding of complex highway geometric design and roadside safety. He has a thorough understanding of ODOT design standards, specifications and state/federal procurement processes. He has been responsible for roadside safety audits for several of our recent ODOT projects, and he routinely collaborates with our stormwater designers to resolve how to best fit proposed stormwater quality facilities into roadway designs. He is an ODOT-certified user of Estimator Software.</p>

ODOT, I-5 Bridges Vertical Clearance Improvements, Albany to Creswell, OR
Roadway Design Lead, Spec Writer and Estimator. KPFF provided project management, civil and structural engineering, surveying and construction administration services for work to increase the vertical clearance of 11 bridges over I-5 to 16-feet-8-inches. The multi-disciplined work included raising the I-105 WB Overcrossing structure 18 inches and repaving 3,000' of mainline and ramp approaches within a 56-hour weekend closure period. **PROJECT OUTCOME:** Project procured under a single contract rather than the three ODOT envisioned. Contractor able to raise 11 bridges within a single construction season rather than the two projected. Project delivered on schedule and substantially under original construction budget allowing for raising of a twelfth bridge.

City of Portland, Bureau of Transportation, SE Division Streetscape Improvements, Portland, OR

Roadway Design Lead, Spec Writer and Estimator. KPFF is currently serving as the prime consultant and provides project management, civil engineering and survey services for the multi-bureau effort to design infrastructure improvements to SE Division Street between SE 10th and SE Cesar E. Chavez Boulevard. **PROJECT OUTCOME:** Project currently in bidding stage.

ODOT, US 97 Improvements, OR31 Junction to South City Limits Crescent, Crescent, OR

Roadway Design Lead, Spec Writer and Estimator. KPFF provided project management, civil engineering, survey services for 16 miles of pavement inlay/overlay and safety improvements on US 97 between Crescent and La Pine; 3,000 feet of pavement rehabilitation and highway improvements in the town of Crescent, including curbs, sidewalks, storm drainage and landscaping. **PROJECT OUTCOME:** Identified horizontal curve with substandard shoulder widths and high accident rates allowing Region 4 to obtain additional federal funding for safety improvements.

ODOT, US30: Big Creek/Tide Creek, Bundle 415, Clatsop & Columbia Counties, OR

Roadway Design Lead. KPFF provided project management, civil engineering and structural engineering services for the repair of four bridges between M.P. 36 and M.P. 83 on US30. **PROJECT OUTCOME:** Project delivered on schedule and substantially under original construction budget. Design team was able to eliminate the need for a costly on-site diversion.

ODOT, I:5: Whiteaker Ave-London Rd – Bundle A04, Cottage Grove

Lead Roadway Engineer, Spec Writer and Estimator for design of roadway approaches, drainage and water quality for 4 bridge replacements and 3 bridge repairs including the south Cottage Grove Interchange. **PROJECT OUTCOME:** Project delivered on schedule.

ODOT, OR99W: Miller Creek Bridge, Monroe, OR

Roadway Engineer, Spec Writer and Estimator; designed roadway approaches, drainage and water quality for this federally-funded bridge replacement. **PROJECT OUTCOME:** Construction was completed on time with no claims. KPFF's team applied for and received an extension to the project in-water work permit during construction to accommodate the contractor's preferred schedule.



KPFF did an excellent job on this Bundle.“



Tim Dodson, ODOT Project Manager, Bundle 415 Bridge Repairs

<p>NAME & TITLE Troy Tetsuka, PLS Associate I Survey Manager</p>	<p>EXPERIENCE ON RELEVANT PROJECTS ODOT, I-5 Bridges Vertical Clearance Improvements, Albany to Creswell, OR Survey Manager. KPFF provided project management, civil and structural engineering, survey services and construction administration/inspection to increase the vertical clearance of 12 existing bridges over I-5 to 16 feet, 8 inches. Survey scope included topographic and boundary mapping of 12 bridge sites along I-5 for bridge raising design. PROJECT OUTCOME: Met aggressive delivery schedule; ongoing coordination with contractor for highway access; same day turnaround for verification results.</p>
<p>NAME OF FIRM (only if sub)</p>	
<p>ROLE ON THIS PROJECT Survey Lead</p>	
<p>ACTIVE REGISTRATION IN OREGON YES DISCIPLINE Land Surveying</p>	<p>ODOT, Cottage Grove/Pleasant Hill Bridges (Bundle A04), OR Survey Manager. KPFF provided civil and surveying services for this modernization project to replace three bridges on I-5 and repair two bridges. PROJECT OUTCOME: Met aggressive delivery schedule for base mapping.</p>
<p>EDUCATION BS, Landscape Architecture</p>	<p>ODOT, Buena Vista Ferry Replacement and Boat Ramp Improvements, OR Survey Manager for replacement of the cable support structure and ferry vessel for the historic Buena Vista Ferry on the Willamette River. KPFF Survey used existing ground control and right-of-way resolution provided by Marion County/Polk County and supplemented with upland topographic mapping and soundings along the river crossing. Seamless upland and river bed surfaces were created to aid in the design. The boundary and topographic map for design also referenced the locations of geotechnical test pits and wetland delineation established by the team. PROJECT OUTCOME: Met aggressive delivery schedule; coordination with two county surveyors for control and boundary resolution; coordinated with Ferry Captain for access to both landings.</p>
<p>YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 27 years</p> <p>Troy Tetsuka has 27 years of experience in all aspects of land surveying. Troy has provided survey management for public and private sector projects of all types and sizes. He is adept at approaching land surveying as a piece of the puzzle within the scope of a larger project, and believes that it is crucial to the success of a project to not only produce exceptional survey work, but also an excellent customer service experience. Troy is involved in all phases of a project from base mapping and right-of-way/boundary resolution to construction staking. His educational background in the design field allows him to understand the importance of a complete and accurate product.</p>	<p>City of Portland Bureau of Transportation, SE Division Streetscape Improvements, Portland, OR Survey Manager. KPFF is currently serving as the prime consultant and provides project management, civil engineering and survey services for the multi-bureau effort to design infrastructure improvements to SE Division Street between SE 10th and SE Cesar E. Chavez Boulevard. PROJECT OUTCOME: Met aggressive delivery schedule by phasing the 2.5 mile mapping project; managed a certified Oregon ESB firm to supplement survey efforts; coordination with parking enforcement for street access; delivered on time and within budget.</p> <p>Oregon Department of Corrections, Junction City Prison Public Improvements, Junction City, OR Survey Manager for the construction of an access road connecting the future State Hospital/Prison with Milliron Road and Highway 99 just south of Junction City. Milliron Road will be reconstructed and widened to accommodate a continuous left-turn lane including improving the existing at-grade rail crossing. The Milliron Road/Highway 99 intersection will be signalized with a new NB right-turn lane installed as part of the improvements. PROJECT OUTCOME: Met aggressive delivery schedule; coordination with ODOT and Railroad for access control.</p> <p>“ Troy did an excellent job managing the project and keeping it on track to meet our tight deadline. ”</p> <p>Matt Kaiel, Right-of-Way Agent II, Portland Parks & Recreation</p>

NAME & TITLE Scott M. Schlechter, PE, GE Associate
NAME OF FIRM Geotechnical Resources, Inc. (GRI)
ROLE ON THIS PROJECT Geotechnical Lead
ACTIVE REGISTRATION IN OREGON YES DISCIPLINE Geotechnical Engineering
EDUCATION BS, MS Civil Engineering
YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 12 years Scott Schlechter has 12 years of transportation experience with GRI in the Pacific Northwest. He has completed a broad range of geotechnical studies that have addressed bridges, roadways, deep foundation supported structures, embankments, deep excavations and dewatering, slope stability, and waterfront terminals. Scott leads GRI's earthquake engineering group and has completed seismic and foundation studies for many essential infrastructure projects. “ GRI played a vital role in the successful and timely completion of this project by meeting and exceeding project expectations, including their excellent coordination with both the Roadway and Bridge engineers. ” Joe Squire, PE ODOT Region 2, Area 4, Project Manager

EXPERIENCE ON RELEVANT PROJECTS**ODOT Region 2: OR Hwy 18 Newberg-Dundee Bypass, Phase I, Yamhill County, OR**

Scott is leading the interdisciplinary ODOT/consultant design team effort to analyze geotechnical, landslide, and seismic hazards for the proposed 4-mile-long alignment, which includes 10 bridges and a 1,500-ft-long MSE wall. GRI is serving as the geotechnical EOR for five of the bridges, the MSE wall, and multiple landslides.

PROJECT OUTCOME: State-of-the-art cyclic testing and numerical modeling concluded the liquefaction potential of on-site Willamette Silt soils is low during the design-level earthquakes, thereby saving substantial mitigation costs.

ODOT Region 5: I-84, OTIA Bundle 206 Bridge Replacement, Morrow and Union Counties, OR

Scott was the geotechnical lead for two I-84 bridge improvement/replacement projects. Geotechnical services included formal work plan, coordination with OBDP and ODOT personnel, subsurface explorations, and preparation of geotechnical reports. The Union County site was analyzed for single-span and three-span bridge configurations with complex construction considerations regarding clearances of existing retaining walls and embankment fills. The steep basalt profile and boulder and cobble fills required analysis of multiple foundation options and retaining wall configurations including: micropiles, driven H-piles, and drilled shafts; mechanically stabilized earth (MSE) retaining walls and tied-back soldier pile walls. **PROJECT OUTCOME:** Efficient foundation and wall configuration constructed on challenging site without foundation construction issues.

ODOT Region 2: US 20, Simpson Creek Curves Realignment, Lincoln County, OR

Scott served as senior engineer for the project located between MP 14.5 and 16.3, which included new roadway alignment, a new 120-ft-long, pile-founded bridge over Simpson Creek, two large cuts up to 150 ft high into sedimentary rock, repair of two landslides, and soil-nail and tied-back soldier pile retaining structures. **PROJECT OUTCOME:** Through cooperative work between GRI, ODOT engineering staff, and the design team, all design work was completed in 4 months to qualify for federal funding.

North Going Street Bridge Seismic Strengthening, Portland, OR

GRI worked closely with KPFF to complete a geotechnical investigation for the seismic strengthening of N. Going St. Bridge. The six-span, six-lane structure crosses the UPRR railroad from the Mock's Crest upland to access Swan Island floodplain. The subsurface profile varies significantly along the length of the bridge with consolidated gravels at a depth of about 40 ft on the east end and about 140 ft on the west end. Deep liquefiable soils were present under the west end of the bridge and foundation support varied from composite concrete/timber piles, H-piles, to spread footings. **PROJECT OUTCOME:** The multi-hazard-level, performance-based seismic design was successfully constructed and made optimal use of the City's funds available for the retrofit.

ODOT Region 2: OTIA Bundle 106 Bridges, OR Hwy 58 UPRR Bridge, Lane County, OR

Scott assisted KPFF with the geotechnical investigation, report, and construction services for the 350-ft-long, three-span replacement bridge over UPRR lines. Investigation included soil and soft and hard rock drilling and coring in variably weathered volcanic soils. GRI worked with KPFF to develop special provisions to manage construction risk during drilled shaft construction. **PROJECT OUTCOME:** Driven piles and drilled shafts were successfully installed at the challenging site without foundation construction issues or railroad conflicts.

<p>NAME & TITLE Chris Bahner, PE Project Manager</p>
<p>NAME OF FIRM WEST Consultants, Inc.</p>
<p>ROLE ON THIS PROJECT Hydraulics Lead</p>
<p>ACTIVE REGISTRATION IN OREGON YES DISCIPLINE Civil Engineering</p>
<p>EDUCATION MS, Water Resources Engineering BS, Civil Engineering</p>
<p>YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 20 years</p> <p>Chris Bahner has extensive experience relevant to this contract, including over 100 bridge hydraulics and scour evaluations for bridge replacements in all geographic regions of Oregon. He also has extensive experience working with ODOT local agencies, knowledge of FHWA and ODOT manuals relevant to hydraulics and scour analyses, and is an American Society of Civil Engineers (ASCE) instructor for Basic HEC-RAS and Streambank Stabilization for Environmental Restoration and Flood Control.</p> <p>Customer Feedback:</p> <ol style="list-style-type: none"> 1. Cooperative and Responsive: 10 2. Completed within Budget: 10 3. Completed within Schedule: 10 4. Met Technical Standards and Quality Expectations: 9 5. Clear and Concise Written & Oral Communication: 9 6. Effective Project Management: 10 <p style="text-align: right;">Tom Braibish, Project Manager, ODOT Region 1</p>

EXPERIENCE ON RELEVANT PROJECTS

TriMet, Willamette River Transit Bridge Hydraulics & Scour Assessments, Portland, OR

Lead Hydraulic Engineer: Conducted field reconnaissance, hydrologic analysis, hydraulic modeling, scour potential evaluation, and scour countermeasure design for a proposed TriMet bridge over the Willamette River in Portland. Project addressed various regulatory agency concerns. Unavoidable impacts required a Conditional Letter of Map Revision (CLOMR) approval from FEMA. **PROJECT OUTCOME:** Project approval was achieved by working with various regulatory agencies and addressing various concerns.

ODOT, Scour Evaluation of Tidally Influenced Bridges along the Oregon Coast, OR

Lead Hydraulic Engineer: Conducted hydraulic analysis, scour assessment and scour mitigation design for 19 tidally influenced bridges along the Oregon Coast. Results of scour analysis were used to assign a scour vulnerability code to each project. **PROJECT OUTCOME:** Completed on time and under budget.

City of Salem, Commercial Street Bridge over Pringle Creek, Salem, OR

Lead Hydraulic Engineer: Conducted hydraulic design, scour analysis, abutment protection, and natural channel design for the replacement of Commercial Street bridge over Pringle Creek. Chris worked with the City of Salem and a downstream land owner for stream restoration alternatives. **PROJECT OUTCOME:** Project approval was successfully obtained from a multitude of stakeholders.

PBOT, N. Vancouver Avenue Bridge Replacements, Portland, OR

Lead Hydraulic Engineer: Conducted hydraulic design, scour analysis, and abutment protection design for the replacement of the N. Vancouver Ave bridge over the Columbia Slough. **PROJECT OUTCOME:** Completed project on time and under budget.

Multnomah County, Sauvie Island Bridge Replacement, Portland, OR

Lead Hydraulic Engineer: Conducted hydraulic design, scour analysis, and abutment protection design for the replacement of the Sauvie Island bridge over Multnomah Channel. **PROJECT OUTCOME:** Completed project on time and under budget.

ODOT Region 1 Culvert Replacement Projects, OR

Lead Hydraulic Engineer: Five projects involving field reconnaissance, project scoping, field surveys, hydraulic and structural design, and development of plans, specifications and cost estimates. **PROJECT OUTCOME:** Completed project on time, under budget and under a fast-track schedule.



WEST was thorough, quick and technically sound. They gave great recommendations. I would return to WEST for future work needs.



Lisa Kaminski, Williams NW Pipeline

NAME & TITLE

Lynda Wannamaker
Senior Environmental Consultant

NAME OF FIRM

Wannamaker Consulting, Inc.

ROLE ON THIS PROJECT

Environmental Lead

ACTIVE REGISTRATION IN OREGON NO DISCIPLINE N/A**EDUCATION**

MS, Urban and Regional Planning
BS, Art; Bleiker Informed Consent Training; Duke University NEPA Overview Training; Duke University NEPA Advanced Topics Training; NHI Public Involvement in Transportation Decision Making; FHWA Section 4 (f) Training

YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT

30 years

Lynda Wannamaker is an environmental and land use planner, public involvement specialist, and project manager. She offers a unique blend of technical, communications, and project management skills and specializes in complex, multi-disciplinary environmental review and permitting projects. As a consultant in the Pacific Northwest, Lynda has provided consultation on more than 500 diverse projects, addressing issues of transportation and transit, growth management, capital facilities, economic development, master planning, rezoning, comprehensive plan amendments, ordinance amendments and code re-writes, subdivisions, site plan review, annexations, project financing, and NEPA compliance. Lynda has comprehensive experience in impact assessment preparation and has conducted environmental reviews at all levels under the guidance of various federal and state agencies including ODOT, WSDOT, FTA, FHWA, HUD, NPS, USFWS, NOAA/NMFS, USACE, DOE and FAA.

EXPERIENCE ON RELEVANT PROJECTS**SCATS Improvements PCE – ODOT, Beaverton OR**

The project proposed to expand the existing Adaptive Traffic Signal System (System) to include additional intersections by constructing vehicle detection for OR8 (Tualatin-Valley Highway) between SW Hocken Avenue and SW 107th Avenue and OR 10 (Beaverton-Hillsdale Highway) between Hwy 217 West Ramp and SW Western Avenue. Wannamaker Consulting led the environmental team in preparing the PCE for the project. Issues included hazardous materials. **PROJECT OUTCOME:** The PCE was delivered on time and under budget.

I-5 at Woodburn Interchange and Transit Facility Revised EA – ODOT, Woodburn OR

The project includes a new public transit facility and park and ride lot in the northeast quadrant of the interchange, at the intersection of OR 214 and Evergreen Road; and an extension of Evergreen Road north of OR 214 to Country Club Court to support multi-modal use. Wannamaker Consulting led the environmental team in preparing a Revised EA for the project. **PROJECT OUTCOME:** Completion of the Revised EA was delayed while resolving potential effects concerns but still delivered on time to meet project needs and within budget.

SE Division Street Reconstruction: SE 6th to SE 39th CE – City of Portland / ODOT, Portland OR

The project proposed to design and build streetscape improvements between SE 12th and SE 39th including: pedestrian crossing improvements; bike parking; transit amenities; and signal enhancements. Project also involved grinding and overlay of asphalt between SE 14th and SE 39th, constructing streetscape improvements from SE 10th to 39th Aves and repaving Division Street from SE 11th to 39th Avenues. Wannamaker Consulting led the Project Chartering and the preparation of the NEPA CE document. **PROJECT OUTCOME:** Completion of the CE was delayed while resolving potential effects concerns but still delivered on time to meet project needs and under budget.

OR 126W Eugene-Veneta Feasibility Study and Facility Plan – ODOT, Lane County OR

The team evaluated alternatives and prepared the Fern Ridge Corridor Plan with recommended improvements. A two-tiered screening process with NEPA-related criteria was used to evaluate alternatives, resulting in preferred improvements for motor vehicle, freight, pedestrian and bicycle users. The extensive public involvement process involved focus group meetings and three community forums. Wannamaker led the NEPA-related tiered screening and evaluation process and supported the public involvement process. **PROJECT OUTCOME:** The Environmental Screening Report was completed on time and significantly under budget.



You are...to be congratulated for a great job coordinating this successful effort that proved to be much larger than originally conceived. I always appreciated being able to count on your prompt response and thorough follow-up on a multitude of complex issues.



Alan Fox, Project Leader, ODOT

<p>NAME & TITLE Will Werner Right-of-Way Agent</p>	<p>EXPERIENCE ON RELEVANT PROJECTS US 101: Colver Road to Rapp Road, Talent, OR Will led the team that acquired 40 parcels and helped facilitate public meetings as part of this turnkey project. PROJECT OUTCOME: The right-of-way phase was completed on schedule.</p>
<p>NAME OF FIRM Will Werner LLC</p>	
<p>ROLE ON THIS PROJECT Right-of-Way Lead</p>	<p>US 97/26: Willow Creek Bridge to Depot Road, Madras, OR Will managed the team that appraised and acquired 24 parcels, and relocated families as part of this turnkey project. PROJECT OUTCOME: The right-of-way phase was completed on schedule.</p>
<p>ACTIVE REGISTRATION IN OREGON YES DISCIPLINE Principal Broker</p>	<p>Columbia River Crossing EIS, Portland, OR, Vancouver, WA Will led the team that estimated right-of-way costs to for 11 alignments affecting 400 properties as part of this turnkey project. PROJECT OUTCOME: On hold.</p>
<p>EDUCATION ODOT Approved Fee Appraiser</p>	<p>Portland Road Improvements Phase 2, Salem, OR Will managed the team that acquired 52 parcels to build this improvement. PROJECT OUTCOME: The right-of-way phase was completed on schedule.</p>
<p>YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 37</p> <p>Will has 37 years of experience appraising and negotiating purchases of real property for public agencies in Oregon, Washington, and Alaska. He worked as right-of-way agent for ODOT 1972-1979 (Region 2) and 1983-1990 (Metro region). Will managed a private right-of-way department through 2008 when he formed the sole practice Will Werner LLC. He managed ROW projects, hired and managed appraisers and negotiators, reviewed appraisals, recommended just compensation settlements, and testified as expert witness in condemnation trials.</p>	<p>Sauvie Island Bridge Replacement Type Size and Location Study, Portland, OR Will managed the team that estimated right-of-way costs for each of seven alternative bridge-replacement sites. PROJECT OUTCOME: The County selected the preferred alternative and constructed the project on schedule.</p> <p>Riggs Road, Powell Butte, Crook County, Oregon Will negotiated right of way acquisitions from seven owners to widen this Crook County road. The task was completed on schedule. PROJECT OUTCOME: Utility relocation is underway and road construction is scheduled for 2013. County Roadmaster Penny Keller said “we were happy to have Will to deal with all of the personalities.”</p> <p>East Main Street-SE Baseline Street, SE 10th Ave. Section, Hillsboro, OR Will managed the team that acquired right of way from nine commercial properties to expand this urban arterial. PROJECT OUTCOME: The right-of-way phase was completed on schedule.</p> <p>“ We were happy to have Will to deal with all of the personalities. ”</p> <p>Penny Keller, County Roadmaster Crook County</p>

<p>NAME & TITLE Stacy Thomas Senior Project Manager</p>
<p>NAME OF FIRM JLA Public Involvement Inc.</p>
<p>ROLE ON THIS PROJECT Public Involvement Lead</p>
<p>ACTIVE REGISTRATION IN OREGON NO DISCIPLINE N/A</p>
<p>EDUCATION JD (Law), University of San Diego BA University of Oregon</p>
<p>YEARS OF EXPERIENCE IN DISCIPLINE / ROLE PROPOSED FOR THIS PROJECT 10 years</p> <p>Stacy Thomas is widely recognized throughout the region for her expertise in public involvement strategy development and project management, with particular expertise in the transportation field.</p> <p>Stacy joined JLA in 2008 after serving as the Senior Community Affairs Coordinator for ODOT Region 1. During her nearly six years with the agency, Stacy was responsible for strategic communications, public outreach, and agency coordination for all of ODOT's projects in Multnomah, Columbia, and Hood River counties.</p> <p>Stacy has a background in media relations as well as land use and municipal law.</p> <p>“ I enjoy working with Stacy very much. When I asked for the Woodburn Interchange video to be produced, I never had to think about whether JLA could produce it and do a great job. I appreciate how you expanded a basic idea into something broader and more informative than the original concept. ”</p> <p>Alan Fox, Project Leader, ODOT Region 2, Woodburn Interchange Project</p>

EXPERIENCE ON RELEVANT PROJECTS

Oregon Passenger Rail Plan – ODOT Major Project Branch

This project serves both the Willamette Valley and the larger Pacific Northwest Rail Corridor stretching between Eugene, OR and Vancouver, BC. Stacy is managing a comprehensive public involvement and communications program for this 125-mile corridor planning effort focused on selecting a passenger rail route between Portland and Eugene, as well as a variety of other system improvements. JLA is leading all aspects of the public involvement program, including formation and facilitation of a 50-member Corridor Forum, hosting four rounds of open houses, designing an interactive online version of the open house, creating and producing all communications and information materials in-house, producing project videos, managing the project website (OregonPassengerRail.org), and tracking and managing all public comments. JLA is the prime contract manager on this project and manages several subconsultants. **PROJECT OUTCOME:** In progress

I-5 Woodburn Interchange and Transit Facility – ODOT Region 2

Stacy leads the public involvement and information campaign to reconstruct the interchange at I-5 and OR 219/214, in Woodburn. Stacy is working with stakeholders to identify and minimize construction impacts, and provide current information. JLA is managing the project website (WoodburnInterchange.com) and facilitated community design aesthetics panel. A project overview video was produced and used by local officials and businesses to inform the public about impacts and business access during construction. **PROJECT OUTCOME:** In progress.

TV Highway Corridor Plan – ODOT Region 1

Stacy is leading the public involvement program for this TGM-funded planning project in Hillsboro and Beaverton, and Washington County. The project is addressing needed transportation improvements for an 8.5-mile stretch of highway. Stacy facilitated meetings of the Community Advisory Committee and the Policy Group. JLA produced a Title VI report and did targeted outreach to engage the project area's diverse populations, providing translated materials, doing special weekend outreach events and door-to-door canvassing. JLA is managing the project website (www.TVHighway.org) and designed and produced all public informational materials. **PROJECT OUTCOME:** In progress.

I-5 Willamette River Bridge – Context Sensitive and Sustainable Solutions (CS3) & Economic Development Reporting – Hamilton Construction

Stacy is working on sustainability reports for ODOT using the agency's Context Sensitive and Sustainable Solutions (CS3) principles for the OTIA III State Bridge Delivery Program. JLA works alongside Hamilton Construction on this largest bridge replacement in Oregon, to create indicators and measurement tools to help increase awareness and acknowledge sustainable practices/solutions during construction as well as actions to increase economic stimulus in the project area. Reports are published regularly highlighting measurement tools, outcomes, and benefits to the community. **PROJECT OUTCOME:** In progress.

I-5 Bridges Vertical Clearance Project - ODOT Region 2

Stacy assisted ODOT Region 2 with public outreach on a project that raised 11 bridges over Interstate 5 on a 60-mile stretch of freeway between Albany and Creswell. The purpose of the project was to provide a minimum clearance of 16' 8" over the freeway. Stacy managed stakeholder communications and public information, including maps with detour routes, newsletters, press releases and fact sheets. **PROJECT OUTCOME:** Project delivered on schedule and within budget.