ATTACHMENT A PROPOSAL COVER SHEET

RFP# 25134; Oregon Department of Transportation

This Proposal is for: **PE/Design Services** ☐, (OR) **Both PE/Design and CA/CEI Services** ☒

Legal Name of Firm as provided to IRS: Parsons Brinckerhoff, Inc.; a/an New York Corporation; DBA Name (if different than legal name): Parsons Brinckerhoff

☒ Corporation ☐ Professional Corporation ☐ Ltd. Liability Company ☐ Partnership or Joint Venture
☐ Limited Partnership ☐ Ltd. Liability Partnership ☐ Sole Proprietorship ☐ Other _____

Mailing Address 400 SW Sixth Avenue, Suite 802
Portland, OR 97204

Type name of primary Contact for this Proposal Mark Hirota, PE
Email address Hirota@pbworld.com
Telephone 503-274-7225 Fax 503-274-1412
Type name of person(s) authorized to sign Contract/Price Agreement: Mel Sears, PE, PMP

"PASS/FAIL" - PROPOSAL SUBMISSION CHECKLIST (for Proposer use)

☒ Submission Deadline Date and Time met
☒ Proposal Does Not Include Conditional Language about Terms and Conditions

"REQUIRED" ITEMS – PROPOSAL SUBMISSION CHECKLIST (for Proposer use)

☒ Proposal Cover Sheet Included and authorized original signature obtained
☒ Minimum Qualifications met and indicated on Proposal Cover Sheet
☒ Proposal Format and Page Length Requirements met
☒ Correct number of Proposals included along with CD for electronic submittals
☒ Reference Questionnaire forms
☒ Subcontractor/Supplier Solicitation and Utilization Form, completed and signed
☒ Checked off appropriate Conflict of Interest Disclosure certification on Proposal Coversheet (and included COI Disclosure Form(s) if there are required disclosures).

RESPONSES TO MINIMUM QUALIFICATIONS (See RFP Section 1.5.2)

➢ Registered Professional Engineer

Proposers must provide information below for at least one Registered Civil Engineer intending to perform civil engineering services under the Contract/Price Agreement.

Name	Registration Number	Jurisdiction of Registration
Charles Radosta, PE	19283PE	Oregon
Brian Copeland, PE	18503PE	Oregon
Isabella Bejarano, PE	51589PE	Oregon
John Horne, PE	45390PE	Oregon
Ronald Horres, PE	15889PE	Oregon
Christopher Hemmer, PE	53152PE	Oregon
Matthew Miller, PE	59944PE	Oregon
Brian Roche, PE	84249PE	Oregon
Michael Miotke, PE	74415PE	Oregon
Quoc Nguyen, PE	71352PE	Oregon
Haregu Nemariam, PE	67133PE	Oregon
Mark Hirota, PE	13368PE	Oregon
Laura Amundson, PE	79855PE	Oregon
Ken Oswell, PE	18892PE	Oregon
Chivanna Pot, PE	19731PE	Oregon

Eric Forsyth, PE	56598PE	Oregon
Karl Krema, PE	13269PE	Oregon
Mel Sears, PE, PMP	17387PE	Oregon
Tom Wiser, PE	15442PE	Oregon
Frank Nelson, PE	70937PE	Oregon
Jan Andrew, PE	75448PE	Oregon
Evan Garich, PE	76395PE	Oregon
Mike Murphy, PE	18579PE	Oregon
Cara Belcher, PE	78413PE	Oregon

➢ Registered Professional Land Surveyor (PLS)

Proposers must provide information below for at least one PLS intending to perform surveying services under the Contract/Price Agreement.

Name	Registration Number	Jurisdiction of Registration
Darryl Anderson	2034	Oregon
Scott Grubbs	54728LS	Oregon

CERTIFICATIONS. By signature below, the undersigned Authorized Representative on behalf of Proposer certifies that:

1. Agency shall not be liable for: a) any claims or be subject to any defenses asserted by Proposer based upon, resulting from, or related to, Proposer's failure to comprehend all requirements of the RFP; or b) any expenses incurred by Proposer in either preparing and submitting its Proposal, or in participating in the proposal evaluation/selection or Contract/Price Agreement negotiation process, if any.

2. Neither the Proposer, a major partner or a major shareholder, (defined as a partner or shareholder owning 10% or more of your firm), a major subcontractor (defined as receiving 10% or more of the total Contract/Price Agreement amount), nor any principal officer of a Proposer, major partner, a major shareholder or major subcontractor:
   a) is presently debarred, suspended, disqualified, proposed for debarment or declared ineligible for the award of contracts by any federal agency or agency of the State of Oregon, and is not listed on GSA's Excluded Parties List System which is available at **http://epls.gov.**
   b) has, within the last 3-year period, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of federal or state antitrust statutes relating to the submission of bids or Proposals; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property? {A "principal officer of a Proposer, major partner or major subcontractor," means an officer, director, owner, or partner and any person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions)}.

3. Proposer has made all required **Conflict of Interest (COI) disclosures**, if any.
   The ODOT COI Guidelines and COI Disclosure Form are available at the following link: **http://www.oregon.gov/ODOT/CS/OPO/AE.shtml#Forms** (under "Misc. Procurement Related Forms")

(Check one of the following two certifications as applicable)

☒ Proposer understands and has provided to all Associates (which includes subcontractors) the COI Guidelines and COI Disclosure Form. Proposer and, to the best of the undersigned's information, knowledge and belief, Proposer's Associates (as defined in the COI Guidelines) are in conformance with the COI Guidelines, have no employees that were employed by ODOT within the last one-year period,

and have no conflicts of interest or other disclosures required per the COI Guidelines. The response to each question on the COI Disclosure Form was "no".
☐ Proposer understands and has provided to all Associates (which includes subcontractors) the COI Guidelines and COI Disclosure Form. Proposer and, to the best of the undersigned's information, knowledge and belief, all Associates (as defined in the COI Guidelines) have provided on the COI Disclosure Form(s) submitted with this Proposal all disclosures required per the ODOT COI Guidelines.

4. Proposer has available (and can furnish to Agency upon request) the appropriate financial, material, equipment, facility and personnel resources and expertise, or ability to obtain the resources and expertise, necessary to indicate the capability of the Proposer to meet all contractual responsibilities.

5. Proposer recognizes this is a public document open to public inspection. Any portion(s) of the Proposal that Proposer considers exempt from disclosure under Oregon Public Records Law is/are clearly designated in the Proposal and listed on a separate sheet attached to this Proposal Cover Sheet with justification and citation to the authority relied upon.

6. Proposer does not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation or national origin. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is:
- a minority, women or emerging small business enterprise certified under ORS 200.055, or
- a business enterprise that is owned or controlled by or that employs a disabled veteran, as defined in ORS 408.225.

7. Proposer has an operating policy supporting equal employment opportunity. If proposing firm has 50 or more people, Proposer also has a formal equal opportunity program.
- Does Proposing firm have 50 or more employees? ☒ **Yes,** ☐ **No.**
- Does Proposing firm have a formal equal employment opportunity program? ☒ **Yes,** ☐ **No**

Agency is an equal-employment-opportunity employer and values diversity in its work force. Agency requires its Contractors to have an operating policy as an equal employment opportunity employer. Firms of 50 people or less do not need to have a formal equal employment opportunity program, but shall have an operating policy supporting equal employment opportunity. Firms of 50 people or more shall also have a formal equal employment opportunity program.

8. The Proposal submitted is in response to the specific language contained in the RFP, and Proposer has made no assumptions based upon either (a) verbal or written statements not contained in the RFP, or (b) any previously-issued RFP, if any.

9. Proposer, acting through its authorized representative, has read and understands the RFP instructions, specifications, and terms and conditions contained within the RFP (including the sample contract) and all Addenda, if any. Failure to provide information required by the RFP may ultimately result in rejection of the Proposal.

10. Proposer agrees to and shall comply with, all requirements, specifications and terms and conditions contained within the RFP (including the sample contract) and all Addenda, if any.

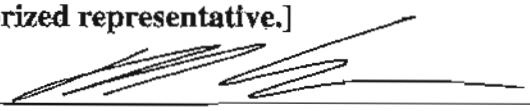
11. Proposer and Proposer's employees and agents are not included on the list entitled "Specially Designated Nationals and Blocked Persons" maintained by the Office of Foreign Assets Control of the United States Department of the Treasury and currently found at http://www.treas.gov/offices/enforcement/ofac/sdn/t11sdn.pdf.

12. All contents of the Proposal (including any other forms or documentation, if required under this RFP) and this Proposal Cover Sheet, are truthful and accurate and have been prepared independently from all other Proposers, and without collusion, fraud, or other dishonesty. **False Claims.** Proposer understands that any statement or representation it makes, in response to this solicitation, if

determined to be false or fraudulent, a misrepresentation, or inaccurate because of the omission of material information could result in a "claim" {as defined by the Oregon False Claims Act, ORS 180.750(1)}, made under the resulting PA/WOC being a "false claim" {ORS 180.750(2)} subject to the Oregon False Claims Act, ORS 180.750 to 180.785, and to any liabilities or penalties associated with the making of a false claim under that Act.

13. The signatory of this Proposal Cover Sheet is a duly authorized representative of the Proposer, has been authorized by Proposer to make all representations, attestations, and certifications contained in the Proposal document and to execute this Proposal document on behalf of Proposer.

[Note: Any alterations or erasures to the proposal shall be initialed in ink by the undersigned authorized representative.]



Date 12/11/12

Authorized Signature

Mel Sears, PE, PMP / Principal Area Manager

(Print Name and Title)

2.2.1 Proposer's Project Management for PE-Design Services

The Parsons Brinckerhoff PE-Design team provides the Oregon Department of Transportation (ODOT) and local public agencies (LPAs) with an experienced group of highly qualified key staff members aggregated together into a cohesive team. All team members have ODOT and/or LPA experience and the capacity to deliver a full range of multidisciplinary transportation projects. Parsons Brinckerhoff's unique strengths for this contract include:

Contract and Project Manager Mark Hirota, PE: With more than 30 years of transportation experience, including 21 years in public service with ODOT, Mark understands the current fiscal challenges that face ODOT and LPAs, and is committed to delivering cost-efficient, value-added designs. Mark offers unique insight to ODOT's systems, processes and staff with his two decades of ODOT employment coupled with his near decade in the private sector providing innovative project solutions to a multitude of public clients.

Proven success in cost effective project delivery: In today's economic climate, adequate transportation funding is scarce. It is critical to stretch every dollar of public funds and ensure that the project results in value. In this proposal, we will discuss several projects, led by Parsons Brinckerhoff and Project Manager Mark Hirota, where our experience and technical strength led to cost efficiencies and savings.

Proven success in delivering technically unique solutions: The Parsons Brinckerhoff team has deep bench strength, with the ability to tap into nationwide expertise if required by a unique situation. For the ODOT Devils Lake Fork Wilson River bridge project, replacement of pin and hanger girder connections was required. This required unique expertise. Using Parsons Brinckerhoff's depth of resources, we quickly gathered successful solutions from around the U.S. and developed a design. Our design was praised by ODOT due to its successful resolution of past design issues and presented at the ODOT 2011 Bridge Design Conference.

Parsons Brinckerhoff is one of the world's largest and oldest transportation-focused engineering consulting firms, in operation for 129 years with 14,000 staff members worldwide. We have a long history working in Oregon for ODOT and LPAs. This deep history and experience provides security to owners that they are partnering with industry leaders that can and have delivered nearly every type of project – large or small. Parsons Brinckerhoff is more than fully capable of self-performing more than 51 percent of preliminary engineering and design without subconsultant participation.

2.2.1.A. Firm's Management and Organizational Structure

Management and Organizational Structure

We recognize the challenge of maintaining public safety while stretching funds. Parsons Brinckerhoff is committed to delivering practical and cost effective solutions. Our team's management and organization is crafted to meet this commitment and your quality expectations, with a goal of no design-necessitated contractor change orders during construction. The organizational chart (Exhibit 1) demonstrates our chain of command, which starts with Mark and empowers WOC-specific teams to deliver cost effective solutions. A description of this management and organizational structure is as follows:

Contract and Project Managers: Mark Hirota is our team's contract manager. He will be the single point of contact and will ensure that our team is ready and poised to respond quickly and efficiently. When contacted, Mark will assess the needs of the project and determine the appropriate project manager with the technical expertise required to deliver the WOC successfully. He will select a project manager from a pool of highly experienced project managers, with an average experience level of 22 years in multidiscipline transportation projects. They are ready to step in and begin.

Quality Manager: Quality is a core value for our team. We understand the need to provide high-quality products. Pete Geiger, our quality assurance/quality control (QA/QC) manager, ensures our team will deliver the design with a quality focus by consistently monitoring our team as they follow quality checks and balances defined in our WOC-specific Quality Management Plan. Pete has provided these services on numerous multidisciplinary projects throughout Oregon.

Technical Staff: Supporting our project manager, is a core team of highly qualified technical staff members. All of which have successfully delivered the tasks listed in the scope of services. Our core team is sized to fully accommodate all likely WOC assignments. For each WOC, we will tailor a specific team with the appropriate level of experience to deliver practical and cost effective solutions.

How the Management Structure and Chain of Command Aid in Project Delivery

Our team's chain of command is straight forward and provides each team member with a clear understanding of

ODOT CPM or LPA Project Manager — Oregon Department of Transportation

Principal-in-Charge
Mel Sears, PE, PMP

Contract Manager
Mark Hirota, PE

Project Manager Pool
Mark Hirota, PE
Isabella Bejarano, PE
Chris Hemmer, PE
Laura Amundson, PE
Chivanna Pot, PE
Matt Miller, PE
Ken Oswell, PE

Public Information and Involvement
Stacy Thomas JLA
Lois Cohen LCA
Kimi Iboshi-Sloop

QA/QC
Pete Geiger

Exhibit 1 – Organizational Chart:
The Parsons Brinckerhoff team offers a streamlined, cohesive organization with clear lines of communication and a wealth of relevant experience. Parsons Brinckerhoff has carefully selected a team of subconsultants, many of which are certified by OMWESB as a DBE firm (*). Our combined resources, along with Mark's expertise, are an assurance that all project assignments will be appropriately staffed with experienced individuals.

Roadway Management
Isabella Bejarano, PE

Roadway Design
Isabella Bejarano, PE
Chris Hemmer, PE
Brian Roche, PE
Chivanna Pot, PE

Pavement Design
John Horne, PhD, PE

Bike/Pedestrian
Brian Roche, PE

Interchanges
Chris Hemmer, PE

Traffic Engineering
Charles Radosta, PE KAI

Traffic Modeling, Signals, Signing, Striping, Illumination, and Traffic Control
Ken Oswell, PE
Tara Olsen, PE
Brian Copeland, PE DKS
Haregu Nemariam, PE HNE

Bridge/Structure Engineering
Laura Amundson, PE

Bridge Design
Laura Amundson, PE
Matt Miller, PE
Mike Miotke, PE
Quoc Nguyen, PE
Eric Kelley, PE, SE

Movable Bridges
Frank Nelson, PE

Historic Bridges
Frank Nelson, PE

Preliminary Field Surveys
Scott Grubbs, PLS WHP

Regions 1–3
Scott Grubbs, PLS WHP

Regions 3–4
Darryl Anderson, PE AE&S

Regions 4–5
Greg Sharp AE&S

Geotechnical Investigations, Reports and Design
John Horne, PhD, PE

Surface Investigation/Lab Testing
Bill Nickels, PE, GE FEI

Geophysics
JB Shawner ZI

Foundation Design
John Horne, PhD, PE

Hydraulic Studies and Reports
Karl Krcma, PE

Hydrology
Karl Krcma, PE

Stormwater
Ron Horres, PE

Bridge Hydraulic Analysis
Karl Krcma, PE

Construction Estimating
Kevin Sakai OTT

Right-of-Way
Leslie Finnigan UFS

Appraisal/Acquisition
Leslie Finnigan UFS

Railroad Coordination
Tom Wiser WRE

Utility Coordination
Eric Forsyth, PE

Access Management
Chris Hemmer, PE

Environmental Analysis, Documentation & Compliance
Angela Findley

Cultural/Historic
Bill Roulette, RPA AAR
Mike Gallagher AE

NEPA
Stephanie Sprague, AICP

Plants/Fish/Wildlife
Jean Ochsner ES&A
Stuart Myers MB&G

Wetlands
Patrick Hendrix ES&A
Justin Moffett MB&G

Permitting
Jean Ochsner ES&A
Peter Geiger

Air/Noise
Patrick Romero

Hazmat Assessment
Dulcy Berri, RG, LG, LHG PBS

Landscape Architecture
Mariann Zarkin MZLA
Mike Smyth WHP

Preliminary Design

Final Plans, Special Provisions, Cost Estimates

Bidding Assistance

CA-CEI Resources See Org Chart on Page 14

Legend
All staff are Parsons Brinckerhoff unless noted otherwise.

Bold **Key staff member; resume included**
* MWESB/DBE Firm
AE&S Anderson Engineering and Survey
AAR Applied Archaeological Research*
AE Applied Earthworks
DKS DKS Associates*
ES&A Environmental Science & Assessment*
FEI Foundation Engineering, Inc.
HNE Haregu Nemariam Engineering, LLC*
JLA JLA Public Involvement*
KAI Kittleson & Associates
LCA Lois D. Cohen Associates*
MZLA Mariann Zarkin Landscape Architects*
MB&G Mason, Bruce & Girard
OTT Ott Construction
PBS PBS Engineering + Environmental
UFS Universal Field Service
WHP WHPacific
WRE Wiser Rail Engineering
ZI Zonge International

their responsibility and accountability. The team member expectations are clearly outlined in a WOC-specific Project Management Plan (PMP) prepared at the onset of the assignment. This leads to a high-performance empowered team that will deliver practical and cost effective solutions.

A single point of contact will ensure ease of communication when delivering a project: Mark is our team's contract manager and is the single point of contact for the ODOT consultant project manager (CPM) or LPA project manager as the project assignment is framed and scoped. This simplifies communication between ODOT or a LPA and the Parsons Brinckerhoff team. Mark will not only ensure that we respond quickly to address your needs but will ensure that our team hears a consistent message; understanding project objectives, design strategies, budgets and quality expectations. He is accountable to ODOT's CPM or the LPA project manager for the success of the project. From his knowledge of the project needs, Mark will assign the appropriate project manager.

A pool of experienced project managers will ensure the technical expertise delivers the right solution: Our project managers are experienced in solving the types of issues facing potential ODOT and LPA projects. After initial contact, Mark will meet with the ODOT CPM or LPA project manager to understand the specific needs of the project. From this information, Mark will be able to determine the appropriate background needed for assigning the project manager. Our project manager reports to Mark and, through organization and communication, is responsible for ensuring that the team delivers a quality practical solution that is cost effective. Our project manager, in consultation with Mark, will assign the appropriate task leads to the project and ensure that project goals are clearly communicated to them.

Parsons Brinckerhoff's quality emphasis ensures a focus on meeting a goal of no design related construction change orders. A product that meets your quality expectations is ensured through our commitment to quality. Our team has a quality manager that will ensure our team is following established quality control procedures.

Experience as a single point of contact constructing an experienced team.

For the U.S. 26/NW Bethany Blvd. project, which is currently under construction, Mark is our project manager and serving as the single point of contact for Washington County's project manager. Mark has provided quick and easy communication that has kept the design on schedule and avoided missteps. He assembled a specific team to address the project challenges. This provided our team with insight into the original design and reduced our start up time. Our engineers estimate ($15.8 million) was within the range of bids ($14.5–$16 million).

An appropriately sized team with experienced staff ensures cost effective project delivery

The core Parsons Brinckerhoff team is appropriately sized, offering staff with the wide range of experience necessary to fully accommodate the majority of WOC assignments. For each WOC, we will provide a team tailored to best address the issues of the specific assignment and provide practical and cost effective solutions you can be confident about.

Pete Geiger is our QA/QC manager and reports to the project manager. He will ensure that the project manager, task leads and technical staff follow our quality procedures document in our Quality Management Plan. He has been the quality manager for three ODOT OTIA III Bridge Bundle projects and for TriMet's Portland to Milwaukie LRT Ruby Junction expansion final design. These projects were subjected to client-initiated audits, and passed with zero or near-zero findings.

Our task leads and technical staff provide solutions to meet schedule and budget. Tasks leads report directly to the project manager and are responsible for ensuring that their technical staff is appropriately sized and has the proper level of experience. Their responsibility includes ensuring that data is seamlessly coordinated between disciplines and the task proceeds on schedule and budget.

Technical staff reports to the appropriate task lead and provide value through efficient, cost effective design/technical work in alignment with the goals of the project, project schedule and project budget.

Subconsultant Selection Process

The needs of the project are paramount in the selection of each team member in our tailored WOC-specific project teams. Subconsultant selection will be based on project need factors such as their geographic expertise, key relationships, technical expertise to perform the task, office location and the WOC DBE participation goals.

Geographic Expertise: Our subconsultants have extensive project experience statewide. As an example, Tim Pfeiffer of Foundation Engineering Inc., has 26 years of experience and has worked in every county and every region in the state. Foundation Engineering Inc., with more than 900 projects statewide, has extensive experience in every geological condition that is likely to be encountered.

Key Stakeholder Relationships: Our subconsultants' statewide project experience not only brings local knowledge but also relationships with key stakeholders. In the environmental arena, Mason, Bruce and Girard (MB&G) has worked extensively with the U.S. Fish & Wildlife Service on biological assessment and biological opinions for the northern spotted owl and the marbled murrelet specifically for infrastructure projects.

Technical Expertise: Technical expertise to meet the challenges of the project will also be considered. We will assess the technical needs of the project and select subconsultants that have the expertise to meet the project needs. As an example, if the engineering estimate is close or may even exceed the construction budget, Kevin Sakai of Ott Construction is available to provide a contractor-style cost estimate that can help validate the project cost.

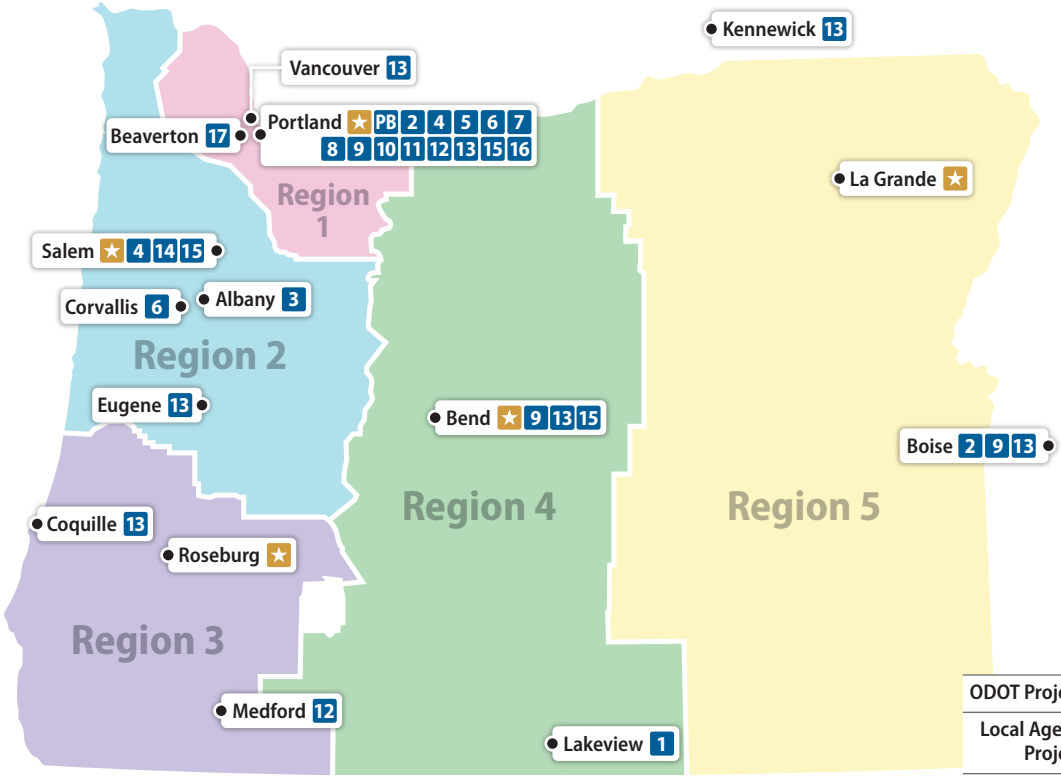
Office Locations: Shown in figure 2, our subconsultants have offices in 11 cities in western and central Oregon. Cost-efficiency of their office location will be considered as part of our subconsultant selection. For example, Anderson Engineering and Survey, out of Lakeview, efficiently provides survey services in eastern and southern Oregon, while WHPacific, out of Bend and Portland, efficiently provides survey services in central and western Oregon.

WOC DBE Participation Goals: We are committed to meet or exceed WOC DBE goals; perhaps more importantly, Parsons Brinckerhoff is committed to utilization of and providing meaningful opportunities for certified DBE enterprises. We have made significant efforts to ensure our team is able to meet or exceed aspirational targets for DBE firms. The Parsons Brinckerhoff team brings the expertise of seven DBE firms. We have strong relationships throughout the small business community and can easily add certified firms to our team if needed.

Subconsultant Utilization and Management

Subconsultants, as integral members of our project team, will be given the PMP that provides clear expectations for completing the scope of services, on budget and on schedule. All subconsultants will be managed as an extension of our internal staff and will be included in internal coordination meetings as applicable. Subconsultants have the same QA/QC expectations which are prescribed in the quality plan portion on the PMP. Subconsultants are required to adhere to a project quality control plan. Quality checks will be performed by QA/QC Manager Pete Geiger.

Exhibit 2: *The Parsons Brinckerhoff team has offices in 11 cities in western and central Oregon, and has completed more than 1,500 projects throughout the state.*



Legend

- ★ ODOT Region Headquarters
- PB Parsons Brinckerhoff
- 1 Anderson Engineering and Survey
- 2 Applied Archaeological Research
- 3 Applied Earthworks
- 4 DKS Associates
- 5 Environmental Science & Assessment
- 6 Foundation Engineering, Inc.
- 7 Haragu Nemariam Engineering
- 8 JLA Public Involvement
- 9 Kittelson & Associates
- 10 Lois D. Cohen Associates
- 11 Mariann Zarkin Landscape Architects
- 12 Mason, Bruce & Girard
- 13 PBS Engineering + Environmental
- 14 Universal Field Service
- 15 WHPacific
- 16 Wiser Rail Engineering
- 17 Zonge International

	ODOT Regions				
	1	2	3	4	5
ODOT Projects	200+	125+	70+	65+	50+
Local Agency Projects	550+	230+	130+	75+	70+

MWESB/DBE Methodology

The Parsons Brinckerhoff Portland office uses various methods for reaching out to and promoting small business participation on our projects. Specific examples of these methods include:

- Contract and Project Manager Mark Hirota recently attended an OAME A/E meeting to inform certified firms of this ODOT procurement and potential teaming opportunities.
- The Portland office hosted a highly successful DBE open house.
- Participation in trade shows, industry and networking events including regular attendance at OAME monthly A/E meetings.
- Mel Sears recently joined Governor John Kitzhaber and OAME Chair, Samuel Brooks for a discussion on "Growing Oregon's Economy by Growing Small, Woman-Owned and Minority-Owned Businesses" to voice thoughts on influencing promotion of this business sector.
- Mel Sears and Portland Marketing Manager Charissa Rotramel have recently led workshops in partnership with Multnomah County's Summit group to brainstorm with Oregon public agency procurement staff on DBE requirements and goals outlined in RFPs and how best to encourage small business participation.

2.2.1.B. Methods of Coordinating and Expediting Elements of Projects

Meeting Expedited Delivery Schedules Without Sacrificing Quality

Expediting project elements is commonplace today, but doing it efficiently and successfully requires organization, communication and leadership. The Parsons Brinckerhoff team will meet delivery schedules without sacrificing quality by:

Developing baseline schedules with time for internal QA/QC reviews. Our appointed project manager will develop a schedule which allows ample time for internal quality reviews. This schedule provides valuable information, such as the project critical path; the inter-relationships between disciplines; tasks that can be completed concurrently and which are dependent on others. This logical schedule will include agency supplied key milestone dates, such as the desired bid date or preliminary engineering approval date. It also includes internal deadlines that are set in advance of the agency submittal deadlines, which ensures that all tasks are well coordinated, on schedule and have an internal quality review. We will work diligently toward our initial schedule as it serves as an efficiency roadmap for meeting your delivery expectations.

Performing concurrent tasks to allow for schedule compression and expedited project delivery: Tasks linked with "finish to start" relationships (one must finish before the other can start) will be investigated to see if they can be accomplished in a concurrent manner, reducing the design time and expediting the schedule. Tasks operating concurrently require clear communication between staff to stay as efficient as possible and avoid missteps. Our project manager will provide leadership, resetting project milestones, expectations and providing clear communication protocol to the team. For our current U.S. 97 Bend North Corridor project, we have accelerated the design and traffic modeling schedules by working them concurrently where they are historically worked in series. Weekly project coordination meetings (both internal and with ODOT staff), are minimizing or eliminating any re-work.

Utilizing additional strategies with the ability to expedite project schedules: In addition to concurrent tasks, we will consider other strategies such as:

- **Adding Staff:** We will review the balance between cost-efficiency and adding staff to expedite the schedule and determine if adding staff provides the desired results.
- **Reducing Internal Float Time:** Our project schedules are built initially with internal deadlines that are set in advance of the agency submittal deadlines. We will review the impact of reducing this period and tightening the schedule.

Employing clear, concise and regular communication. Team communication is essential to meeting delivery schedules without sacrificing quality. Clear and concise communication, and ensuring that staff is on the same page and focused on the same project goals is key to project team efficiency, keeping team work on schedule and on budget. One of the cornerstones of our team communication is the

Effectiveness of Schedule Compression
Bear River Migratory Bird Refuge

The U.S. Forest Service bird refuge had issues with their tour buses navigating a narrow series of bridges. The agency used a design-build contract to widen the bridges. Parsons Brinckerhoff, working with W.W. Clyde Construction, met the aggressive timeline (zero to construction complete in 8 weeks) by adding staffing to the project to concurrently design three tasks: girder design, deck support and railing design. Float time for coordination between activities was eliminated and replaced with daily communication between the contractor and designers. Concurrent design and continual communication kept the project on its aggressive schedule and eliminated any missteps. The contractor finished the project on time.

Project Management Plan Topics

- Project description
- Project team and contact information
- Project communications plan
- Scope of services
- Schedule of project
- Work breakdown structure for task numbers
- Quality control plan
- Health and safety plan
- Risk management plan
- Invoicing, filing and project closeout protocol

development of the PMP. This plan is developed as a living document and acts and the definitive one-stop resource for the project controls for the project. The PMP includes the topics shown to the left.

Team meetings aid communication: After the project kick off meeting, routinely scheduled project team meetings will be established. These meetings take place more frequently during project startup, less frequently during mid-project, then again more frequently as the milestone delivery date approaches. Meeting discussion topics include; general project information, schedule status, budget status, task lead status, staff round table, issues and concerns, and action item and project issues log summary.

Flexibility and Approach to Schedule and Staff Changes

From his public service background, Mark is familiar with external forces that can cause the need for schedules and staffing to be adjusted on the fly.

Schedule and Staffing Changes: When the need to change a project schedule occurs, we are poised and ready to quickly adjust the schedule and determine the impact of that change. Our schedules are built using Microsoft Project and easily and efficiently revised. Schedule changes will likely have an impact on staffing. Our project managers will have a clear understanding of resource adjustments necessary to accommodate various change scenarios. On the ODOT I-84 EB/I-25 NB Auxiliary Lane project, our staffing was set for efficient design delivery of the advance plans by July 2012. Midway through the design, the delivery schedule was adjusted and moved forward four months in order to coordinate construction timing with adjacent projects. Our project schedule easily allowed Mark the ability adjust to staff resources to stay on budget, despite the increase in project duration.

Experience with staffing changes

On the I-84 EB/I-25 NB Auxiliary Lane project, Mark had assembled staff with experience that matched our design-build scope of services including; preliminary engineering and technical performance specifications for the procurement. When the project changed to the design-bid-build delivery method, Mark quickly reconfigured our team, adjusting to the different skillsets needed to deliver the final design.

2.2.1.C. Quality Control Procedures

Quality is not just a priority: it is a core value at Parsons Brinckerhoff. We are certified under the rigorous international quality control/management standard referred to as ISO 9001:2008. Having this certification is unique amongst A/E firms and it ensures owners that Parsons Brinckerhoff has a well-developed Quality Management System that includes established procedures for QA and QC; documenting, implementing and maintaining those procedures; and improving them.

Parsons Brinckerhoff has refined its quality process through the experience of completing thousands of projects nationwide that incorporate best management practices. We will use this tried-and-true process to ensure that we deliver a quality product that meets your primary goals. QA/QC procedures will incorporate the continuous review of products as they are developed, as well as a series of formal review procedures enacted at preparation of major deliverables. Reviews will ensure that deliverables meet all requirements of the scope of services and process guidelines and will include independent checks by senior staff members with specific, relevant expertise in the appropriate subject areas. This includes products prepared by subconsultants prior to submittal. Our QC process is summarized in Exhibit 3, and is further refined in the Quality Management Plan within our project-specific PMP.

2.2.1.D. Proactive Management of Insufficient Budget

As ODOT's state bridge engineer, Mark was responsible for the development and management of the $200 million STIP Bridge Program. He understands how critical it is that each project has an accurate budget, and that it can be constructed within that budget and on schedule. He also understands the negative ripple effect if a project is programmed with inadequate funding. As the contract manager, Mark will ensure the project manager evaluates the construction budget at each critical milestone of the project and notifies the agency immediately if the cost for the solution is over the budgeted amount.

Prospectus Budget Verification: Developing a realistic construction estimate that meets the objectives of the project is a continual effort that starts at the inception of

Exhibit 3: *Parsons Brinckerhoff summary quality control (QC) process*

the project and the prospectus level cost estimate. The effort includes an initial budget sanity check, preliminary engineering estimate, advance plan estimate and final PSE estimate. He will ensure that our team clearly understands assumptions and influences that developed the prospectus level cost estimate and will use our experience to perform a quick sanity check on the construction cost estimate.

Preliminary Engineering (PE): At the DAP milestone, we will provide a PE-level construction cost estimate. If it is determined that the construction budget is insufficient for the desired work, this design stage is the most appropriate time to determine if project elements can be modified or eliminated to reduce the construction cost but still meet the purpose and need of the project.

Advance Plans: At the advance plan milestone (90-percent design phase), we will provide a quality based detailed construction cost estimate.

Final PSE: For the final PSE milestone (100-percent design phase), we will provide an updated detailed construction cost estimate.

We successfully build engineer's estimates with a high level of accuracy by utilizing our engineering judgment and extensive experience with ODOT and LPA bid history. For the U.S. 26/NW Bethany Blvd. project, our engineer's estimate was $ 15.8 million. Bids were opened for the six bidders in August 2012. The bids ranged from $14.5 million to $16 million.

At each milestone, Mark will ensure that the agency is notified if the construction cost estimate starts to trend over the initial estimate.

Some projects have unique constraints that may not lend themselves to the exclusive use of historic bid prices to develop the construction estimate. For these situations, our team has the technical resources to cross check the engineer's construction cost estimate with a contractor style estimate. Kevin Sakai, of Ott Construction, develops construction estimates from a contractor's perspective. Good correlation between the engineer's construction cost estimate and the contractor style estimate gives assurance that our construction cost estimate is truly in the range of what the bids will be.

We understand that in today's market, construction budgets are limited. We will partner to ensure design elements are in line with the construction budget. As design progresses, we will bring our design and construction experience to bear by suggesting alternate, less costly design solutions before budget overruns become an issue.

2.2.2 Proposer's Cost Effectiveness for PE-Design

2.2.2.A. Ensuring Cost Effective Delivery of Services

The Parsons Brinckerhoff team understands the challenge of stretching funding. Through Mark's value-added, public service perspective, he will ensure that all tasks and deliverables are completed in a cost effective manner. In order to do this, we will institute the following strategies:

Level of technical experience ensures cost effective project delivery: Assigning junior staff to a complex problem has the same effect as assigning senior staff to a routine problem: both use project budget inefficiently. Having the correct level of technical expertise assigned to the project helps ensure that the design budget is used with the highest efficiency.

Our WOC-specific team has a reduced learning curve due

Frank Nelson

With over 40 years of experience, Frank served as ODOT's Bridge Preservation Manager for 14 years and has worked on over 28 bridge preservation projects. He understands how to properly design bridge coating systems.

to our years of experience on similar scopes of services, which reduces the overall effort for the project resulting in the best solution, delivered cost effectively. On the Agness Road (Illinois River) Bridge project, the U.S. Forest Service had noticed a discoloration of the steel girders and were unable to determine the cause. Project manager, Mark Hirota, selected Frank Nelson to investigate the cause and nature of the discoloration and provide a solution. Frank observed that the discoloration did not resemble that of rust staining and suspected that it may be organic. Through sampling and evaluation, he determined that the staining was due to hazardous material leaching. With removal now requiring hazardous material containment, Frank's findings kept the project within NEPA compliance.

Electronic communication ensures excess travel cost is eliminated: Parsons Brinckerhoff has staff nationwide and often works with subconsultants and clients in various locations and time zones. The use of email, teleconferences and video conferencing is commonplace. Additionally, data sharing is facilitated through the use of web-based file sharing. Using ProjectSolve[2], a Parsons Brinckerhoff-developed secure website, sharing of information and team collaboration is efficient as it provides version control on files and efficiently facilitates quality reviews in a swift, timely manner.

Schedule efficiency ensures the budget is maximized: We will look for opportunities to enhance schedule efficiency. At project startup, we will review the client's key milestone dates and develop a baseline schedule. As the project progresses, schedule adherence will be monitored and resources adjusted as needed. The design schedule may also provide opportunities for tasks to work concurrently to expedite the schedule. For our current work on the U.S. 97 Bend North Corridor "East DS2 Modified" Alternative, the schedule has been accelerated by overlapping design and traffic modeling schedules. Weekly project coordination meetings (both internal and with ODOT staff), are proving vital to progress while minimizing or eliminating any re-work.

Various office locations ensure travel costs are minimized: The Parsons Brinckerhoff team has offices in 11 cities around the state. The geographic diversity and high level of expertise of our subconsultants afford us the ability to perform field work by locally based staff, minimizing the need for overnight cross-state travel and associated expenses. For example, Anderson Engineering and Survey, of Lakeview, is well-suited to provide survey services in eastern and southern Oregon, while WHPacific, of Bend and Portland can cost-efficiently provide survey services in central and western Oregon.

Cost effective Alternative Communication

Sometimes face-to-face communication is not practical or cost effective. In these instances, other means of communication will be used, including email, teleconferences and video or web conferences.

For example, Parsons Brinckerhoff and ODOT staff closely collaborated on design development for the U.S. 97 Bend North Corridor "East DS2 Modified" Alternative using the free "join.me" online collaboration software.

Parsons Brinckerhoff staff in Portland successfully used this tool to share design files and obtain live feedback from ODOT Region 4 staff on a weekly basis. This online collaboration helped to accelerate the schedule and eliminated travel costs.

With project members working in various locations, all project documents will be electronically stored on a server and accessed through a secure, Internet-based collaboration tool called ProjectSolve[2], which allows team members to communicate and share files with version control.

Minimize travel expense by adhering to GSA-set *per diem* rates: As mentioned above, for the most part, we will use electronic means of communication and take advantage of our local offices. However, when travel is necessary, we will ensure that all travel, lodging and *per diem* expenses are as low as possible. In addition to government rates, Parsons Brinckerhoff has corporate negotiated rates which allow staff reduced rates on hotels and travel expenses. Staff will stay in hotels either offering our corporate negotiated rates or those that offer government rates to keep the cost as low as possible. We will submit receipt-based expense invoices that adhere to GSA-set *per diem* rates.

2.2.2.B. How Estimates are Developed

Methods and Processes for Developing Estimates

Defined Scope of Services: A clear and concise understanding of the work to be done, through a scope of services, is critical to developing a budget estimate for those services. If the scope of services is unclear or incomplete, confusion and inefficiency can ensue. Mark will ensure that the scope of services includes enough detail so that both Parsons Brinckerhoff and the ODOT CPM or LPA project manager have the same understanding of the level of effort required to complete the project.

First Draft Budget: From an agreed-upon detailed scope of services, a budget estimate will be developed. Task leads for each discipline have the best knowledge to provide input on the staff level of effort required to fulfill the scope of services. Mark will gather input on staffing recommendations and hours from each discipline lead and build a ground-up budget estimate.

Once the budget estimate is developed, Mark will use his project management experience to review and verify the budget using several metrics including task percentages, hours per sheet and percent of construction.

Independent Estimating and Checking Methods:

Task Percentages. Each task will be evaluated as a percent of the overall design budget. This will give Mark a sense of whether individual tasks are in or out of line with the other disciplines. For example, project management for the project is typically 10 percent of the overall budget and should be within that estimate to pass this metric.

Hours per Sheet. Hours per sheet vary per task and also per project complexity, but this metric can serve as a loose indicator in ensure a budget estimate. Routine designs can be in the 30 hours per sheet range, but intricate designs with complex modeling can be in the 90 hours per sheet range.

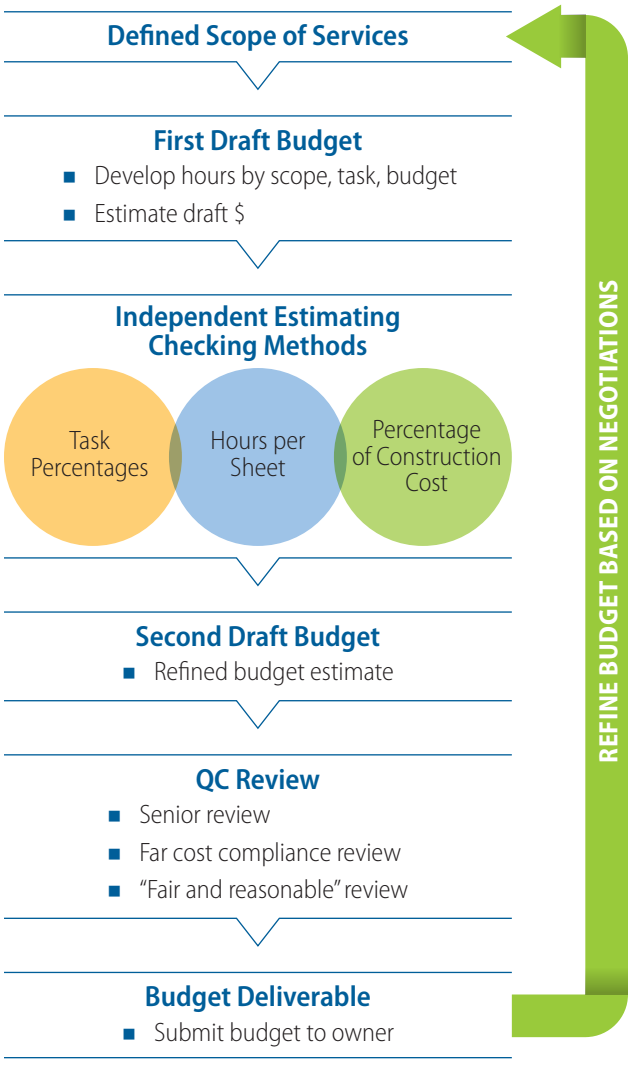
Percent of Construction. A third metric that can be used as a rough ground truth check is the percent of construction. As in the hours per sheet metric, the percent of construction can vary widely based on the construction dollar value. A typical range expected would be that the design budget be in the 10 percent to 20 percent range of construction value.

Second Draft Budget: The project manager with use various checking methods to compare the first draft budget. From this review, the project manager will provide an adjusted second draft budget.

Quality Check Review: Parsons Brinckerhoff's business management procedures require that all cost estimates receive an independent review by senior staff before submittal to the agency. All estimates will be accompanied by backup information that will clearly break down each item making up the estimate. This will create a transparent document that can be used to ensure that the cost is fair and reasonable to the government and Parsons Brinckerhoff.

Budget Deliverable: After the draft budget developed, cross-checked and quality reviewed, it is submitted and discussed with the client.

Exhibit 4: *Parsons Brinckerhoff's typical budget process, which includes specific methods to ensure that estimates are fair and reasonable.*



Methods and Tools to Ensure Estimates are Fair and Reasonable

With his public service background, Mark understands the agency's project delivery process and, most importantly, understands the importance of being a steward of public funds. Mark will ensure that our estimate is fair and reasonable by staffing the project with the appropriate level of experience that provide a cost efficient design; only using FAR audited overhead rates; and, when travel is necessary, strictly following GSA *per diem* rates. To the fullest extent possible, we will use staff local to the project, taking advantage of their local knowledge and relationships and reducing travel costs.

Mark will use Parsons Brinckerhoff's tools to ensure that expenditures are justified and tracking correctly according to the contract scope of services and budget.

- Microsoft Excel is used to create project budgets, whereas Microsoft Word is used to create the scope of services. These tools allow for quick revisions and ease of review.
- Parsons Brinckerhoff staff uses weekly electronic time reporting. Mark will print out a full accounting of project charges each Monday and will use this report to track trends and address anomalies as soon as they appear.
- All expenditures, including subconsultant invoices are captured through electronic time reporting and housed in an Oracle® database. The monthly invoice includes full detail on expenditures. Accompanying the invoice is a progress report that indicates the work that was accomplished during the invoice cycle, the work anticipated during the next cycle, budget and schedule status, and any issues that require discussion with the agency.

2.2.3 Project Team and Qualifications for PE-Design

2.2.3.A. Contract and Project Manager Mark Hirota, PE Experience with Similar Interdisciplinary Teams

"I will apply my public service owner's experience to deliver projects that are practical and cost-efficient."

– Mark Hirota, PE

Our contract manager, Mark Hirota, is a seasoned project manager who is experienced in leading multidisciplinary teams to successfully deliver projects. Mark has more than 30 years of transportation engineering experience, 21 years of which were with ODOT. With ODOT, Mark was a bridge designer, structural design supervisor and the state bridge engineer. Through this experience, he understands the responsibility of public safety, and the challenges that face ODOT and LPAs today. Challenges include providing practical solutions that minimize impacts to the environment, right-of -way and public inconvenience, all with a funding shortfall that can hinder the ability to fully address deficiencies. Through Mark's value-added public service perspective, he will ensure that design solutions are efficient, effective and correct for the situation.

Mark has a proven track record of delivering multidisciplinary projects on budget and schedule

US 26 / NW Bethany Blvd: Mark is the project manager on this Washington County project that included widening an ODOT bridge over U.S. 26 and improvements at two adjacent intersections. Our team successfully delivered bid ready documents, obtaining all permits and design exceptions. Our engineers estimate ($15.8 million) was within the range of bid prices ($14.8 million to $16 million). This project is currently under construction and we are providing construction engineering support, construction administration and inspection services.

SR 35 Columbia River Crossing Bridge TS&L Study: Mark successfully led our project team in developing a bridge type, size and location (TS&L) study of a Hood River Bridge replacement across the Columbia River. This required close coordination with the Gorge Commission, LPAs, ODOT and WSDOT. Our team included; survey, photogrammetry, river users survey, geotechnical boring, testing and engineering, geophysical analysis, bathymetric survey, hydraulic modeling, computer generated rendering, roadway design, bridge design, bridge architecture, environmental permitting, economic analysis, and public involvement. In addition to the bridge TS&L study, the work also included performing an economic analysis of the impact that the bridge has on the regional economy. Mark's team efficiently completed the original scope of services with only 86 percent of the budget. The remainder, nearly $70,000, was reinvested in additional tasks.

Devils Lake Fork Wilson River – Bundle 510: Mark was the project manager for this successful project which included bridge rail retrofit, sidewalk support, and pin and hanger replacement. Services included: traffic control, sign design, roadway design, erosion control, bridge design, estimating, and specifications. By carefully selecting staff with the correct amount of experience, Mark's team developed a refined analysis that concluded that the steel girders did not need to be strengthened. This ultimately saved the State of Oregon approximately $30,000.

I-84 EB to I-205 NB Auxiliary Lane: Mark is the project manager on this current ODOT project where we are augmenting ODOT's staff for final design structural support. This project

includes noise analysis, City of Portland permits, two soldier pile retaining walls, two cantilever sign structures and three structure-mounted sign supports. The Final PSE submittal is scheduled for December 14, 2012.

I-84: Dodson-Tanner Creek – Bundle 209: Mark was our team's structure lead for this successfully delivered project, which included widening east bound I-84, replacing the 460-foot east bound Moffett Creek Bridge, and soldier pile and MSE retaining walls. Columbia River Gorge aesthetic requirements were met.

I-5: Homestead to S. Gold Hill – Bundle 313: Mark served as our team's structure lead for this project, which included a soil nail retaining wall with a decorative motif, bridge Phase I seismic retrofits, bridge fiber reinforced polymer shear strengthening, and an access road widening to a state park.

I-5: Homestead to S. Gold Hill – Bundle 313

"PB Americas' services for ODOT's I-5: Homestead to S. Gold Hill bridge repair project were excellent. In addition to the high quality contract documents, their cooperative response to several major client-initiated changes in scope kept the project on schedule and were very much appreciated."

– John M. Lowe, Jr., PE, Design Coordinator, Oregon Bridge Delivery Partners

2.2.3.B. Relevant Project Examples

Parsons Brinckerhoff is more than fully capable of self-performing more than 51 percent of preliminary engineering and design without subconsultant participation on the majority of WOCs.

List of services Parsons Brinckerhoff is prepared, qualified and experienced to self-perform:

- Roadway Design
- Pavement Design
- Signing and Striping
- Traffic Modeling
- Traffic Control
- Bridge and Structure Design
- Foundation Design
- Utility Coordination
- Access Management
- NEPA compliance
- Air and Noise studies
- Hydrology and bridge hydraulic analysis

Project Information

Owner: Washington County (with ODOT and City of Beaverton coordination)

Prime Consultant: Parsons Brinckerhoff

Project Dates: 2010–2013

Construction Cost: $14.8 million

Total Contract Amount: $2,170,893.06

PB Completed Contract Amount: $1,863,210

PB Self-Performed Percentage: 85%

Self-Performed Tasks: bridge design, roadway design, stormwater, foundation design, traffic control plans, signing, striping, retaining wall design, land use permits, construction permits, landscape architecture

Federal Funding: No

Key Staff: Mark Hirota/PM, Mel Sears/PIC, Isabella Bejarano/roadway, Matt Miller/structures

U.S. 26/NW Bethany Boulevard Project

BEAVERTON, OREGON

Parsons Brinckerhoff led the land use planning and final design for the multidisipinary U.S. 26/NW Bethany Blvd. Project to widen the bridge over U.S. 26. The following services were provided on this multidisciplinary project:

- **Land Use and Construction Permitting:** The Parsons Brinckerhoff team coordinated with City of Beaverton to obtain the required land use and construction permits. Additional coordinated with ODOT on design reviews and design exception approvals.
- **Environmental:** Performed a wetland survey and delineation.
- **Civil/Highway:** Provided the bid-ready PSE documents for improvements to two intersections adjacent to the bridge, widening of NW Bethany Blvd, and the widening of the westbound collector-distributor road.
- **Structural:** Provided bid-ready PSE documents for the 260-foot, two-span prestressed girder bridge widening. In addition to the bridge, the project also included five retaining walls.
- **Traffic:** Provided bid-ready PSE documents for traffic signals, signs, striping and illumination.
- **Construction Engineering:** Currently providing construction engineering support, construction administration and inspection services.

Gateway EmX Extension
SPRINGFIELD, OREGON

Project Information

Owner: Lane Transit District

Prime Consultant: Parsons Brinckerhoff

Project Dates: 2007–2009

Construction Cost: $22 million

Total Contract Amount: $4,654,429.00

PB Completed Contract Amount: $2,503,496

PB Self-Performed Percentage: 54%

Self-Performed Tasks: civil engineering, transit specific design services including corridor geometry and station docking, stormwater management, permit coordination, construction administration with a full-time inspector and a resident engineer to serve as owner's representative, bridge structural design

Federal Funding: Yes

Key Staff: Mark Hirota/structures lead, Chris Hemmer/PM, Matt Miller/structures, Isabella Bejarano/engineer

Parsons Brinckerhoff provided services for bid ready plans and construction support for the 6-mile extension that widened local arterials and ODOT highways. Work efforts included:

- **Permitting:** Coordination and permitting with ODOT for widening of urban state highway including an ODOT bridge. City of Springfield permits for the widening of local arterials and multimodal pathways.
- **Structures:** Widened an ODOT three-span, 100-foot-long, cast-in-place concrete slab bridge. The design met requirements of the ODOT BDDM and AASHTO LRFD Bridge Design Specifications.
- **Roadway Design:** Developed an access management strategy, geometric design, ADA ramp upgrades throughout the project length.
- **Traffic:** Designed signal priority of ODOT and City of Springfield traffic signals. Performed field collaboration and testing.

Agness Road (Illinois River) Bridge
AGNESS, OREGON

Project Information

Owner: U.S. Forest Service (through FHWA/WFLHD)

Prime Consultant: Parsons Brinckerhoff

Project Dates: 2008–2011

Construction Cost: $1.3 million

Total Contract Amount: $195,009

Proposer's Total Contract Amount: $184,669

PB Self-Performed Percentage: 94%

Self-Performed Tasks: structural repair needs assessment, bridge paint evaluation, seismic analysis, deck joint repair, bearing replacement design, guardrail design, sign design

Federal Funding: Yes

Key Staff: Mark Hirota/Project Manager, Frank Nelson/Paint Rehabilitation, Matt Miller/Structures

Parsons Brinckerhoff served as the prime consultant for this federal U.S. forest service project, which included a paint evaluation and structural rehabilitation of the Illinois River Bridge and guardrail installations on U.S. Forest Service Road #33. The multidisciplinary project was contracted through FHWA/WFLHD and included:

- **Project Scoping:** Cause of paint discoloration was inconclusive. Parsons Brinckerhoff performed an inspection, collected samples and had them tested. Results concluded hazardous materials had migrated to the surface of the paint. A paint study report was prepared outlining recommendations.
- **Environmental:** Developed construction specifications for proper hazardous material removal, containment, disposal and a new overcoat paint system.
- **Structural:** Conducted an assessment and prepared a needs report. Repair included a Phase 1 seismic retrofit, bearings, and deck joints. Bid ready plans, specifications and engineers construction cost estimate were prepared.
- **Civil/Highway:** Parsons Brinckerhoff prepared bid ready plans for traffic control, permanent striping, and guardrail installation.
- **Construction Engineering:** Parsons Brinckerhoff attended construction conferences and provided review of contractor submittals and response to requests for information during construction of this project.

PARSONS BRINCKERHOFF

2.2.3.C Key Staff Resumes

KEY STAFF RESUMES

Consultant Name: Parsons Brinckerhoff, Inc.; RFP #: 25134 [OR] Mini-Solicitation #: _____

Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title: Mark Hirota, PE, Senior Supervising Engineer

Mark Hirota, PE, is a seasoned project manager who has more than 30 years of experience leading interdisciplinary teams to successfully deliver projects. With more than 21 years of his experience in public service with ODOT, Mark understands the challenges that ODOT and local agencies face and is committed to deliver cost- efficient, value-added designs that provide more for less. He will use his public service perspective to ensure that design solutions are efficient, effective and the practical for the situation.

Name of firm (only if sub):

Role on this project:

Contract and Project Manager

Active registration in Oregon (Y/N): Y

Discipline: Civil Engineering

Education: BS, Civil Engineering, Oregon State University, 1982

Years of experience in discipline/role proposed for this project: 30

EXPERIENCE ON RELEVANT PROJECTS:

U.S. 26/NW Bethany Blvd. Project, Beaverton, Oregon: Project manager for this multidisciplinary final design project. The work included widening-in-kind of ODOT's existing two-span, pre-stressed girder bridge, which was post tensioned for seismic continuity and live load. The project also included the design of five retaining walls (CIP gravity, MSE and soldier pile with timber lagging), acquiring land use permits from the City of Beaverton and ODOT design exception approvals. Mark ensured that the project team completed the scope of services on schedule and within budget.

Devils Lake Fork Wilson River Bridge, OBDP/ODOT Bundle 510, Tillamook County, Oregon: Project manager for this multidisciplinary final design project that included the repair of the Devils Lake Fork Wilson River Bridge. Mark ensured that the project team completed the scope of services on schedule and within budget. The repair included designing a pin and hanger detail that required fabrication to machinist precision. A critical transportation link between Portland, and Tillamook, the bridge carries two narrow lanes of the Wilson River Highway. As such, only one lane at a time could be closed at any given time, requiring the pin and hanger replacement to occur under live traffic. The bridge railing was substandard and in need of retrofitting. The railing, sidewalk and sidewalk supports were analyzed holistically to develop the most economical and constructible solution. The sidewalk was retained and support brackets were installed that not only carried the sidewalk load, but also the rail impact loading. Also included in the scope of services was strengthening of the steel girder diaphragm connections. Mark and his team performed a finite element model analysis that provided a more precise assessment of the live load distribution into the connections than that given by the AASHTO empirical formulas. This resulted in the recommendation to not strengthen the connections. This refined analysis and conclusion saved ODOT approximately $30,000 in construction cost.

Illinois River Bridge, Agness Road, Siskiyou National Forest, Oregon: Project manager for this final design project. The Agness Road Bridge carries a paved U.S. Forest Service road over the Illinois River in southern Oregon. Inspections over the years have indicated peculiar staining of the painted steel girder exterior surfaces, substandard bridge railing and rail transitions, seismically vulnerable girder seat details, deck joint repair and replacement and addressing overextended rocker bearings. Parsons Brinckerhoff's work included developing repairs for the overextended rocker bearings, designing a bridge railing replacement, developing shear blocks and beam seat extensions to address seismically vulnerable details, and upgrading the bridge's performance to meet Phase I seismic requirements, guard railing upgrades and erosion control.

KEY STAFF RESUMES

Name & Title: Laura Amundson, PE, Senior Engineering Manager

With more than 30 years of experience, Laura Amundson has served in a variety of roles on bridge and highway related projects. She has recently served as the project manager on several multidisciplinary projects where collaboration among diverse team members as well as with stakeholders has been critical to the project success.

Name of firm (only if sub):

Role on this project: Bridge/Structure Engineering Lead

Active registration in Oregon (Y/N): Y
Discipline: Civil Engineering

Education: BCE, Civil Engineering, University of Minnesota, 1978

Years of experience in discipline/role proposed for this project: 34

EXPERIENCE ON RELEVANT PROJECTS:

I-84 EB over Moffett Creek (Moffett Creek Bridge), OBDP/ODOT Bundle 209, Oregon: Project manager for bundle. Designed under ODOT's OTIA (Oregon Transportation and Investment Act) program, this bridge along the Columbia River Gorge replaces the aging eastbound structure. Parsons Brinckerhoff evaluated rapid replacement and staged construction alternatives and performed final design of the three-span steel alternate, consisting of five girders spaced at 9'-6" and an 8 ½" deck to provide for two traffic lanes. The parabolic haunched steel girder bridge will be erected in stages to provide one available eastbound lane during construction with minimal alignment shifts.

OBDP/ODOT Bundle 313, Oregon: Project manager for the project development of a bundle of five bridges in the Rogue River Valley. This bundle includes two bridges over the Rogue River. Project issues include the development of repair plans, obtaining land use permits and preparing plans for a trail connection of the Rogue River Greenway Trail at the Valley of the Rogue State Park.

OBDP/ODOT Bundle 209, Oregon: Project manager for the project development of a four-bridge bundle in the Columbia River Gorge, including the replacement of the Moffett Creek Bridge, a 460 foot-long steel bridge carrying I-84 over Moffett Creek and the repair of three other bridges. Project issues include communicating bridge and wall aesthetic design features to permitting agencies and the public as well as the seismic design of substructures.

North Link Final Design, Seattle, Washington: Above-grade structures task lead for the 2,500-foot-long elevated guideway and Northgate station. Laura is responsible for structure design and discipline coordination of the above ground structures for Sound Transit's northernmost extension of light rail transit.

SR 35 Columbia River Crossing, Hood River, Oregon: Task lead for the bridge type, size and location study for the replacement of the Columbia River Crossing.

Hylebos Bridge Rehabilitation, Tacoma, Washington: Project manager for the post design engineering services for the rehabilitation of a 216-foot-long bascule bridge over the Hylebos Creek waterway. The project includes response to requests for information, contractor submittal review and factory and shop testing of components.

NDOR Bridge Inspection Program Manual and Quality Assurance Services, State of Nebraska: Senior technical advisor to this project performing quality assurance reviews of Nebraska's bridge inspection program. Laura participated in routine and fracture critical inspections and performed reviews of the BIP Manual, load ratings and owner's records.

KEY STAFF RESUMES

Name & Title: Isabella Bejarano, PE, Senior Supervising Civil Engineer

Isabella Bejarano is a senior supervising civil engineer specializing in the planning, design and construction of public works improvements. Her experience includes roadway, highway, transit, bike and pedestrian facilities, utilities and tunnels. Isabella brings consistent, strong leadership skills, including: reliability; quick and accurate response to project needs and issues; strong communication skills; and attention to quality, detail-oriented review of all deliverables, cost estimates, design documents and design recommendations.

Name of firm (only if sub):

Role on this project: Roadway Management Lead

Active registration in Oregon (Y/N): Y
Discipline: Civil Engineering

Education: BA, Civil Engineering, Portland State University, 1994

Years of experience in discipline/role proposed for this project: 18

EXPERIENCE ON RELEVANT PROJECTS:

U.S. 97 Bend North Corridor "East DS2 Modified" Alternative, Oregon: Civil design lead providing design support to ODOT for a roadway corridor alternative as part of the Final EIS for the U.S. 97 Bend North Corridor project. Design work includes highway and local roadway layouts, interchange and intersection improvements, pedestrian and bike facilities. Isabella closely coordinates the design with ODOT traffic and design staff to update the design based on concurrent traffic modeling efforts. EIS level design, including typical sections, design footprint, cost estimate and exhibits for open houses will be completed in January 2013.

U.S. 26/NW Bethany Blvd. Project, Washington County, Oregon: Deputy project manager and civil task lead responsible for civil design, construction documents and cost estimates for a 1,800-linear-foot-long, two-lane roadway and bridge widening of NW Bethany Blvd., a major arterial in Washington County. The project features a 10-foot-wide Tualatin Hills Park and Recreation District (THPRD) trail on the west side in addition to a sidewalk on the east side and bike lanes on both sides of NW Bethany Blvd. Design also includes roadway widening on the westbound CD road to accommodate an additional turn lane. Isabella led the effort to minimize right-of-way encroachments and impacts on adjacent residences, businesses, wetlands and THPRD's Skyview Park. The project includes two significant intersection improvements at the CD and ramps to Highway 26. The project includes upgrades to the existing Bethany structure, roadway and CD to meet current ODOT standards and ODOT design exceptions where these standards could not be met. Isabella closely coordinated with all governing jurisdictions including Washington County, City of Beaverton and ODOT. The project is currently under construction.

I-84: Dodson to Tanner Creek, OBDP/ODOT Bundle 209, Oregon: Roadway design lead for three bridges to be repaired and one bridge to be replaced in the Columbia Gorge scenic corridor using ODOT design standards. This project was part of the OTIAIII State Bridge Delivery Program. Isabella's responsibilities included developing staging options for the bridge deck overlay at the west bound Tanner Creek bridge structure. These staging plans, as well as concepts for Dodson were used as a base for the project traffic control plans. Isabella developed design criteria matrices outlining the existing and proposed conditions, identified potential design exceptions, developed preliminary design drawings, construction schedule, cost estimate, potential utility conflicts and a design narrative which were all included in the draft DAP report for the westbound Tanner Creek Bridge. Isabella's responsibilities on this project further included Utility Reports A and B, client/agency meetings, presenting the design concepts at a public meeting and oversight and coordination with the project surveyor, as well as a civil engineering subconsultant for the entire bridge bundle.

KEY STAFF RESUMES

Name & Title: Scott Grubbs, PLS, Survey Manager

Scott Grubbs has over 16 years of experience and has been the project surveyor on numerous site, roadway and airport improvement projects throughout the Northwest. His project experience has required close coordination with multidisciplinary teams, while providing boundary and right-of-way (ROW) resolution, extension survey and deed research, topographic base mapping, construction calculations/ staking, legal description preparation and platting. Scott also has extensive knowledge and experience in GPS network planning and adjustments of large networks throughout the West.

Name of firm (only if sub): WHPacific

Role on this project: Preliminary Field Surveys Lead

Active registration in Oregon (Y/N): Y

Discipline: Professional Land Surveyor

Education: BS, Land Surveying, Oregon Institute of Technology

Years of experience in discipline/role proposed for this project: 16

EXPERIENCE ON RELEVANT PROJECTS:

Sandy Blvd. 47th St. to 82nd Ave., Portland, Oregon: Project surveyor in charge of topographic mapping at various intersections along NE Sandy Blvd. and within the roadway on NE Sandy Blvd. from NE Fremont St. to NE 82nd Ave. This work was performed June of 2011.

Trust For Public Lands, River View Cemetery, Portland, Oregon: Project surveyor that performed a boundary survey and recorded a property line adjustment survey on the River View Cemetery. The purpose of this survey was to transfer ownership of Tract 2 (south portion) to the City of Portland Parks Department. The total area of the survey is 248 acres. The survey was completed in July of 2011.

Coos County Airport District / SWORA Regional Airport, North Bend, Oregon: Has provided different surveying services. These include topographic mapping, aeronautical, obstruction and control surveys. Scott has been an office technician and project surveyor, responsible for leading WHPacific field and office staff during the mapping and drafting of the entire airport through the years.

Oregon Department of Aviation / Aurora Airport, Aurora, Oregon: Project surveyor responsible for leading WHPacific field and office staff during the mapping and drafting of the entire airport. He has also, prepared and filed a Property Line Adjustment, Record of Survey with Marion County. The purpose of adjusting the property lines was based on new FAA standards for the latest GPS approach.

ODOT Hwy 212/224, Region 1, Oregon: Responsible for planning the GPS Fast Static Control Network and post-processing field data on the 1.0-km road project.

SW Hall/OR 99W, Tigard, Oregon: Project surveyor responsible for all surveying, ROW and legal descriptions.

SW 185th Avenue, Washington County, Oregon: Project surveyor responsible for all surveying, right-of-way, and legal descriptions for major arterial roadway improvements in Washington County involving new roadway widening, signalization, bike lanes, curb ramps and sidewalks. The project also involved improvements to the roadway up to a railroad approach of T.V. Highway, adding illumination, landscaping, storm sewer, signing striping. WHPacific's key areas of responsibility included utility coordination and relocation and ROW acquisition.

KEY STAFF RESUMES

Name & Title: John Horne, PhD, PE, Senior Engineering Manager

John Horne has 24 years of experience in engineering design, heavy civil construction, and organizational management. His technical expertise includes geotechnical design of critical infrastructure, geotechnical earthquake engineering, numerical modeling of soil-structure interaction, and construction performance of underground structures. John has developed particular expertise in geotechnical design of deep foundations, fills overlying marginal soils, and improvement of weak/problematic soils.

Name of firm (only if sub):

Role on this project: Geotechnical Investigations, Reports and Design

Active registration in Oregon (Y/N): Y
Discipline: Civil Engineering

Education: Ph.D., Civil Engineering, University of Washington, Seattle, Washington, 1996
M.S., Civil Engineering, University of Washington, Seattle, Washington, 1990
B.S., Civil Engineering, Oregon State University, Corvallis, Oregon, 1986
B.S., Mechanical Engineering, Oregon State University, Corvallis, Oregon, 1986

Years of experience in discipline/role proposed for this project: 24

EXPERIENCE ON RELEVANT PROJECTS:

I-84 EB Moffett Creek Bridge Replacement, OBDP/ODOT Bundle 209, Oregon: Lead geotechnical engineer on the design project to replace the aging three-span bridge over Moffett Creek. The environmentally sensitive site is located in the Columbia River Gorge national scenic area. The geotechnical design of a 1,500-foot-long retaining wall along the west approach includes evaluation and mitigation of an ancient 10-acre landslide. Design tasks addressed subsurface investigation, drilled shaft foundations, soldier pile retaining wall, rock cut stability, and new pavements. During construction, his made periodic site visits to observe drilled shaft and retaining wall construction, dispositioned geotechnical RFIs, and provided guidance for an alternative overlay design.

I-5 Homestead to Highway 60 Bridge Repair and Roadway Widening Project, Rogue River, Oregon: Lead geotechnical engineer responsible for the subsurface investigation and design of an 18-foot-high soil nail retaining wall to accommodate widening of an existing roadway. The retaining wall is directly adjacent to an existing I-5 bridge abutment and required consideration of additional loading from the bridge, as well as seismic considerations. John also reviewed the pavement design report prepared in accordance with ODOT standards. During construction, he reviewed and dispositioned all geotechnical-related submittals related to the project.

U.S. Forest Service, Sahalie Falls Bridge, Mount Hood, Oregon: Lead geotechnical engineer for the project that included geotechnical borings and geologic mapping of slopes surrounding the bridge. Developed geotechnical recommendations for repair of an existing concrete arch bridge constructed in 1922. The existing bridge is located on highly erodible volcanic tuff and has been subject to periods of erosion and undermining due to poor surface drainage.

Columbia River Crossing Project, Vancouver, Washington and Portland, Oregon: Lead geotechnical engineer on the consultant team for Task AC of the environmental impact study that will ultimately result in a new transportation crossing of the Columbia River. He was responsible for assessing geotechnical and seismic design conditions along the 5-mile study corridor.

Highway 20 Design-Build Project, Pioneer Mountain to Eddyville, Lincoln County, Oregon: Geotechnical lead assisting the ODOT with the preparation of performance specifications and data reports for this massive design-build project along the state's coast range. Construction involves cuts and fills over 100 feet high and approximately 3.5 million cubic yards of earthwork along a new 6-mile alignment. Eleven bridges and multiple culverts are required to traverse the complicated drainage. The project is currently under construction and he was responsible for reviewing all contractor design submittals for compliance with contract requirements.

KEY STAFF RESUMES

Name & Title: Karl Krcma, PE, Supervising Engineer

Tailored: Bio: Karl Krcma's primary area of practice is water resource engineering, which includes open channel hydraulics, hydrology, dredging/disposal, and analysis of sedimentation. He has served as consultant and project manager on numerous studies for port authorities and federal agencies, including the United States Army Corps of Engineers (USACE) and the Federal Emergency Management Agency (FEMA). Karl has extensive technical capabilities in hydraulic and hydrologic assessments, including sediment transport analysis in open channel flow regimes. He often develops and adapts proprietary software for hydraulic and hydrologic assessments. Karl performs computer analyses, including FESWMS-2DH (FST2DH), HEC-HMS, HEC-RAS, UNET, RMA-2, HEC-2, HEC-1, GIS, and digital terrain modeling. He has provided such analysis for FEMA flood profile and floodway determinations, and for assessments of construction impacts of bridges, piers, intake structures, and other marine structures.

Name of firm (only if sub):

Role on this project: Hydraulic Studies and Reports Lead

Active registration in Oregon (Y/N): Y
Discipline: Civil PE 13269PE

Education: B.S. Agricultural Engineering

Years of experience in discipline/role proposed for this project: 32

Experience on relevant projects:

Hydraulic and Scour Parameters for Columbia River Crossing, Columbia River Crossing, Columbia River, Oregon and Washington: Project manager and principal investigator of hydraulics and scour analysis for proposed bridge foundations in Columbia River. Analysis included one-dimensional HEC-RAS and two-dimensional FESWMS FST2DH computer models of existing and proposed conditions for bifurcated Columbia River and Oregon Slough.

Sedimentation/Hydraulic Analysis Post Office Bar, Port of Portland, Willamette River, Oregon: Project manager and principal investigator of sedimentation and hydraulic analysis for Post Office Bar between River Miles 2 and 3 on the Willamette River. Historic hydrographic surveys were analyzed to determine sedimentation rates and trends. The analysis supported proposed navigation maintenance and improvements by the U.S. Army Corps of Engineers, Portland District.

Hydrologic and Hydraulic Analysis, Salem, Oregon: Principal engineer who performed hydrologic and hydraulic modeling using HEC-RAS and HEC-HMS to analyze potential effects of proposed development and bridge improvements on Battle Creek.

Riverine Hydraulic Characteristics – Buena Vista Ferry Terminal, Buena Vista, Oregon: Principal engineer responsible for riverine hydraulics, geomorphology, and sedimentation analysis using HEC-RAS for an electric powered ferry terminal on the Willamette River.

Willamette River, Hydraulic Models, Portland, Oregon: Project manager and principal engineer who created one- and two-dimensional hydraulic models to assist the client with the design of in-water sediment cap at the Federal Superfund site and to verify compliance with FEMA's no-rise criteria.

FEMA FY 01 Limited Updates, Ash Creek, Oregon: Project manager for re-study, Monmouth and Independence.

Two-dimensional Hydraulic Modeling/Sedimentation Analysis, Fanno Creek, Woods Creek, and Junor Lake, Portland, Oregon: Principal engineer performing FESWMS two-dimensional analysis of creeks and lake to analyze sedimentation in lake used as reservoir for irrigation water.

KEY STAFF RESUMES

Name & Title: Angela Findley, Senior Supervising Planner

Angela Findley brings experienced leadership to manage full project delivery in accordance with the National Environmental Policy Act (NEPA), which is demonstrated through successful delivery of more than 10 EISs, EAs, and DCEs in Oregon, Washington and other states. She is well-versed in understanding the Federal Highway Administration's (FHWA) NEPA guidance and excels in integrating NEPA compliance with Section 106 of the National Historic Preservation Act, Endangered Species Act (ESA), Section 4(f) of the U.S. Department of Transportation Act, Section 6(f) of the Land and Water Conservation Fund and various applicable federal and state regulations. Angela is committed to collaborating with clients to provide complete project delivery while engaging in public involvement and coordinating with resource and regulatory agencies. She strives for early identification of issues, proactive solutions and contingency planning to keep projects on schedule and under budget. Her background is in environmental policy and conflict management.

Name of firm (only if sub):

Role on this project: Environmental Analysis, Documentation & Compliance Lead

Active registration in Oregon (Y/N): N/A
Discipline:

Education: MS, Forest Policy, BA, Mathematics

Years of experience in discipline/role proposed for this project: 18

EXPERIENCE ON RELEVANT PROJECTS:

U.S. 97 Bend North Corridor Project Environmental Impact Statement (EIS), Bend, Oregon: Project manager responsible for leading the alternatives development process, public involvement, traffic modeling and analysis, preliminary engineering, and delivering the environmental technical reports, environmental impact statement, and record of decision for a 5-mile expressway corridor. This corridor includes the merge of U.S. 97 and U.S. 20 in the urban section of north Bend. Key issues include land use and development, residential and business displacements, environmental justice, and public controversy.

Highway 199 Expressway Upgrade Project Environmental Assessment (EA), Grants Pass, Oregon: Project manager responsible for managing a full service team to deliver the EA for a 4r-mile corridor. This project includes environmental baseline and impact analysis, EA, supplemental EA, revised EA, public involvement, preliminary design, traffic analysis and access management.

U.S. 101 at Latimer Road Environmental Baseline Reports and Documented Categorical Exclusion, Tillamook, Oregon: Project manager responsible for managing NEPA compliance and environmental baseline reporting to support a documented categorical exclusion.

U.S. 101 and Millport Slough Bridge, Lincoln City, Oregon: Principal-in-charge for environmental baseline reports to support a documented categorical exclusion from NEPA.

OBDP/ODOT Bundles 209 and 313, Oregon: Senior independent reviewer of environmental permitting and compliance documents for various bridge improvements on Interstate 5 north of Medford and Interstate 84 east of Portland.

State Route 502 Corridor Widening EIS, Clark County, Washington: Served in roles of environmental task lead, deputy project manager and project manager on a multidisciplinary transportation project to widen the current two-lane state highway to five lanes. Angela led the draft and final EIS as well as the record of decision, along with Section 4(f), Section 106, and ESA compliance, as part of the EIS preparation. Key issues include right-of-way acquisition, access management, business and residential relocation, farmland conversion, wetland fill, historic property adverse effects, and public controversy.

Interstate 5/State Route 502 Interchange EA, Clark County, Washington: Environmental task lead on a multidisciplinary transportation project to construct a new interchange on I-5. Angela is leading NEPA/SEPA compliance and preparation of an EA. Key issues: establishing a new transportation facility in open agricultural lands, and impacts to wetlands, fish-bearing streams, and archaeological resources.

KEY STAFF RESUMES

Name & Title: Leslie Finnigan, SR/WA – Western Regional Manager

Leslie Finnigan has more than 26 years of experience in the right-of-way (ROW) field. She currently is involved in all phases of the land acquisition and relocation process in a management capacity In addition to managing projects, Leslie is responsible for business development, staffing and contracting with subcontractors, periodic quality assurance reviews to verify compliance with federal regulations and Universal's internal audit requirements in Oregon, SW Washington and Idaho, and overall corporate project oversight of Universal's projects in the Western Region.

Leslie is a former ODOT ROW project manager and senior agent. She also has local public agency experience as a project manager for Washington County Land Use and Transportation.

Name of firm (only if sub): Universal Field Services

Role on this project: Corporate Oversight

Active registration in Oregon (Y/N): Y
Discipline: Principal Real Estate Broker

Education: 4 Years Western Oregon University

Years of experience in discipline/role proposed for this project: 26

EXPERIENCE ON RELEVANT PROJECTS:

Portland-Milwaukie Light Rail, Oregon: Providing oversight on the project including assisting staff, reviewing completed files (quality control), and monitoring schedule and budget. This project involves complex ROW and relocation services for the new light rail line from Portland to Milwaukie. The project has 250 acquisitions and more than 100 complex relocations. Universal has successfully completed several of the multi-million dollar property acquisitions and relocations and anticipate completion on time.

Columbia River Crossing – Consulting Services, Portland, Oregon/Vancouver, Washington: Universal has been involved in the Columbia River Crossing for five years providing early ROW involvement at public meetings, preparing cost estimates and providing knowledge of the ROW process to the CRC. The firm is currently involved with the project providing a staff member to assist in the early stages of the project.

Oswego Lake Interceptor Sewer Upgrade, Lake Oswego, Oregon: Provided consultant services for the City of Lake Oswego in acquiring property for the new interceptor line for Oswego Lake. The project included assisting the City with contacting property owners for a suitable location for the new pipe as well as providing acquisition and relocation. This project's construction is complete.

Oregon 213 –I-205, Redland Road, Oregon City, Oregon: Universal was responsible for all phases of the ROW process for this high-profile project, which involved four properties. Leslie provided oversight, quality control and assisted the attorneys for the City of Oregon City as needed. There were no condemnations. The ROW was completed and the new structure is open for operation.

Munger Creek Bridge, Josephine County, Washington: Universal provided ROW services for the replacement and widening of this bridge on Munger Creek. There was one relocation involved that required extra assistance because of unusual circumstances. The relocation was completed and the project successfully certified.

5th Street Improvements, Woodburn, Oregon: Project manager for this street improvement project. Universal secured 23 rights-of-entry for this project for work on private property including driveway connections, retaining wall relocations and fence relocations.

KEY STAFF RESUMES

Name & Title: Stacy Thomas, Senior Project Manager

Stacy Thomas, senior project manager of JLA Public Involvement, Inc., is widely recognized throughout the Portland region for her background and expertise in public involvement strategy development and project management — with particular expertise in the transportation field.

Stacy joined JLA in 2008 after serving as the senior community affairs coordinator for ODOT, Region 1 in Portland. 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. Her familiarity with ODOT's policies, projects and staff is immensely helpful in JLA's transportation work.

Stacy also brings a background in media relations as well as land use and municipal law. She has developed strategy for, and implemented large-scale public involvement and information campaigns on numerous transportation planning and construction projects in Oregon.

Name of firm (only if sub): JLA Public Involvement

Role on this project: Public Information and Involvement Lead

Active registration in Oregon (Y/N): N/A
Discipline:

Education: J.D. (Law), University of San Diego; B.A. University of Oregon

Years of experience in discipline/role proposed for this project: 10

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 that stretches between Eugene, Oregon and Vancouver, B.C. 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 housed, 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.

I-5 Woodburn Interchange and Transit Facility – ODOT Region 2: Leading the public involvement and information campaign to reconstruct the interchange at Interstate 5 and Oregon 219/214, in the City of Woodburn. Stacy is working with stakeholders and interested parties to identify and minimize construction impacts, provide current information and opportunities to stay involved and to provide input. JLA is managing the project website (WoodburnInterchange.com) and facilitated community design aesthetics panel. A project overview video was recently produced and being hosted on the project web site, and used by local officials and businesses to inform the public about impacts and business access during construction.

TV Highway Corridor Plan – ODOT Region 1: Leading the public involvement program for this TGM-funded planning project within the cities of 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.

I-5 Willamette River Bridge – Context Sensitive and Sustainable Solutions (CS3) & Economic Development Reporting – Hamilton Construction: Stacy is currently working with Hamilton Construction on producing sustainability reports for ODOT using the agency's Context Sensitive and Sustainable Solutions (CS3) principles for the OTIA III State Bridge Delivery Program. JLA has worked alongside Hamilton on this project in the Eugene/Springfield area, the largest bridge replacement in Oregon, to create indicators and measurement tools that are helping to increase awareness and acknowledge sustainable practices/solutions during construction as well as specific actions to increase economic stimulus in the Eugene/Springfield area. Reports are published regularly that highlight the specific measurement tools, outcomes, and benefits to the surrounding community.

KEY STAFF RESUMES

Name & Title: Charles Radosta, Principal Engineer

Charles Radosta has completed a wide range of transportation engineering projects throughout the Pacific Northwest. He has overseen and/or managed hundreds of publicly funded traffic engineering projects and dozens of on-call projects. Many of these have included working with other consulting engineering firms to form a project team for various public jurisdictions. He has prepared final plans, special provisions, and cost estimates (PS&E) on traffic engineering projects featuring permanent and temporary traffic signals, roadway signing, pavement markings, pedestrian-scale and highway lighting, and traffic control plans. His breadth of project types includes developing improvements at freeway interchanges, along rural highways and suburban arterials, and within urban business districts.

Name of firm (only if sub): Kittelson & Associates, Inc. (KAI)

Role on this project: Traffic Engineering Lead

Active registration in Oregon (Y/N): Y
Discipline: PE (Civil): 19283
PE (Traffic): 19283
ODOT Traffic Signal Inspector

Education: BS, Civil Engineering, Oregon State University

Years of experience in discipline/role proposed for this project: 19

Experience on relevant projects:

U.S.26 Cornell/Bethany to 185th Interchanges, Beaverton, Oregon: Senior reviewer and conducted QA/QC for this project. ODOT Region 1 is widening U.S. 26 west of Portland to six travel lanes between the NW Cornell/Bethany and NW 185th Avenue interchanges. KAI, through an on-call flexible services contract with ODOT, developed final PS&E covering modifications to the existing illumination, ramp meter, communication/ITS, and permanent signing along the corridor. KAI worked closely with ODOT staff responsible for the other elements of the project, including the ODOT roadway designer and the ODOT permanent striping designer. The project is currently under construction.

Cornell/Murray Intersection Improvements, Beaverton, Oregon: Project principal and the QA/QC reviewer for this project. KAI, as a member of a consultant team for Washington County, was retained to develop an intersection improvement project at the NW Cornell/Murray intersection in Beaverton, Oregon. The project included widening both roadways and upgrading existing traffic control devices. KAI designed the final PS&E for three traffic signal modifications, one new traffic signal, new street lighting, fiber optic interconnect, signing and striping modifications, and traffic control plans. One of the traffic signals also included CCTV devices to monitor traffic.

Gateway Beltline Intersection Improvements, Springfield, Oregon: Project manager and the engineer-of-record for this project. KAI, as a member of a consultant team for the City of Springfield, was retained to develop corridor improvements along Gateway Street and Beltline Road in Springfield, Oregon. The project included close coordination with ODOT Region 2, which was rebuilding the adjacent I-5/Beltline Highway interchange and widening both roadways and upgrading existing traffic control devices. KAI designed the final PS&E for two traffic signal replacements, one traffic signal modification, new street lighting, and interconnect. One of the traffic signals also included CCTV devices to monitor traffic.

US 197: Burnham Avenue – 3rd Street, Maupin, Oregon: Project manager for this project. ODOT Region 4 reconstructed roughly 1,800 feet of U.S. 197 (Deschutes Avenue) in Maupin. The project included new bicycle and pedestrian facilities and decorative street lighting. The City of Maupin desired decorative light poles and fixtures while satisfying dark sky concerns. KAI, as part of an ODOT STIP Flex Services contract, provided street lighting design engineering services required to advance the project through final PS&E contract documents, provided assistance during bidding to answer questions, and provided clarification to plans and specifications. The project was completed in 2009.

PARSONS BRINCKERHOFF

Qualifications and Experience for CA/CEI Services

2.2.6 Proposer's Project Management for CA/CEI Services

The Parsons Brinckerhoff CA/CEI team brings a proven track record of working with state transportation agencies from across the country, including the Oregon Department of Transportation (ODOT) and Oregon local public agencies (LPA), in successfully providing full project delivery from conception through construction. Successfully managing the project delivery process for flexible services contracts is *not* accidental. It requires a proactive, interdisciplinary team of skilled and knowledgeable staff endorsing a common purpose, determined to meet or exceed the goals of the project as well as the needs of our client. As such, our project team has been selected to ensure that these needs are met. The Parsons Brinckerhoff CA/CEI team's unique strengths for this contract include:

- **PE-Design and CA/CEI teams under one roof:** Due to Parsons Brinckerhoff's extensive in-house capabilities, the core PE-Design and CA/CEI teams for this contract are located in the same office. For this reason, our firm has the ability to run the lifecycle of a project. Most recently, Parsons Brinckerhoff has successfully delivered both PE-Design and CA/CEI services on the BNSF/City of Vancouver Waterfront Access project, the Lane Transit District Gateway EmX Extension and the Washington County U.S. 26/NW Bethany Blvd. project. Our experience providing services for full project delivery will translate into added value for ODOT and LPA projects through enhanced communication, schedule efficiency and cost savings.
- **Relevant CA/CEI experience:** Parsons Brinckerhoff has a successful track record of delivering CA/CEI projects for local agencies. Recent and relevant experience includes the $12 million BNSF/City of Vancouver Waterfront Access project, the $21.5 million Gateway EmX Extension and the $6 million U.S. 26/NW Bethany Blvd. Overcrossing. Proposed project manager, Eric Forsyth, PE, has managed multidisciplinary services on all of these projects. This experience provides you with a team that not only understands the complex interactions and unique needs facing LPAs, but can deliver added value to their projects. Parsons Brinckerhoff also provided relevant CA/CEI services for ODOT on the $35 million I-5: Sutherlin to Roseburg project.
- **Team members with proven track records working with DOTs:** Parsons Brinckerhoff has successfully completed thousands of assignments – both large and small – for more than 83 city and state DOTs. We are a trusted advisor and provider of innovative transportation solutions for agencies nationwide. Team subconsultants Cooper Zietz Engineers and Northwest Testing, Inc. have successfully partnered with ODOT on multiple projects. Leveraging our previous experience, our team is able to avoid common pitfalls and focus on completing WOCs efficiently while meeting all ODOT requirements.
- **Successful history working together to deliver CA/CEI services:** Parsons Brinckerhoff has previously partnered with team subconsultants Cooper Zietz Engineers and Northwest Testing, Inc. Our experience with these firms includes providing CA/CEI services for the $281 million Sound Transit Link LRT Tukwila Segment in Seattle – completed on time and under budget – and the $22 million BNSF/City of Vancouver Waterfront Access project.

Construction Services Excellence

For more than a century, Parsons Brinckerhoff has been providing construction services for all types of infrastructure including bridges, highways and tunnels. We place emphasis on safety, quality, cost and schedule control efficiency and sustainability. The Parsons Brinckerhoff CA/CEI team provides the following services:

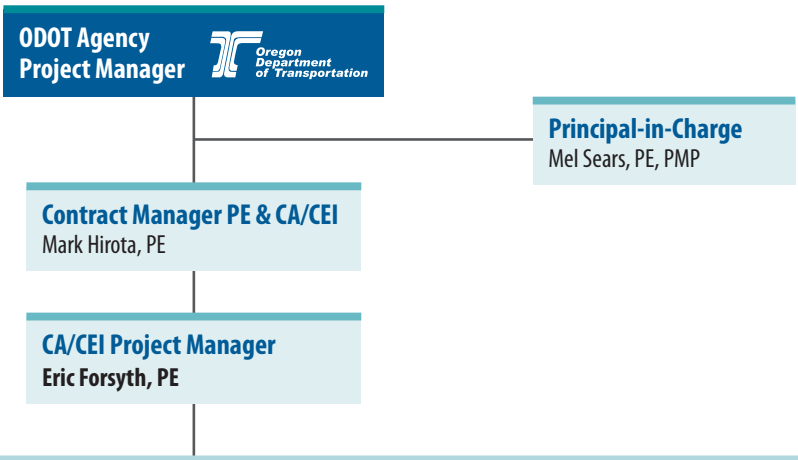
- Construction management
- Resident engineering and inspection
- Project controls
- Construction scheduling
- Cost estimating
- Cost engineering
- Contract administration
- Quality Assurance/Quality Control
- Construction safety
- Constructability and design reviews
- Value engineering
- Community outreach/public information

2.2.6.A. Firm's Management and Organizational Structure

Management and Structure

For the past 129 years, Parsons Brinckerhoff has been assisting clients such as ODOT and LPAs to successfully deliver transportation projects throughout the nation. This tradition continues today with our Oregon-based staff. We recognize ODOT's budgetary challenges combined with heightened public expectations for fast, effective, and safe project construction. Parsons Brinckerhoff is committed to delivering cost-effective services and our team's management and organization structure is crafted to help meet these expectations. Our CA/CEI team structure aids in project delivery by providing ODOT and LPAs with a variety

Exhibit 5: Organizational Chart *- The Parsons Brinckerhoff CA/CEI team is capable of fielding full-service construction teams, individual staff augmentation assignments or unique project services. Our project manager, Eric Forsyth, PE, and key personnel are supported by more than 200 additional personnel located throughout Oregon. We also have the ability to pull from a national CA/CEI resource pool of more than 800 individuals. We have assembled a full-service CA/CEI team that can quickly adapt to any ODOT or LPA need.*



CA/CEI Staff for WOC Assignments	ROLES				CERTIFICATIONS											
						QUALITY CONTROL COMPLIANCE SPECIALIST (QCCS)							CONSTRUCTION INSPECTION			
	Oregon PE in Responsible Charge	ODOT-Certified Inspector	QC Compliance Specialist	QC Manager	Registered Oregon PE	Certified Aggregate Technician (AgT)	Certified Embankment Technician (CEBT)	Certified Asphalt Technician 1 (AT1)	Certified Mix Design Technician (MDT)	Certified Density Technician (CDT)	Quality Control Technician (QCT)	Concrete Strength Testing Technician (CSTT)	Certified Bridge Construction Inspector (CBCI)	HMAC Inspector (HMAC)	Drilled Shaft Inspector (CDSI)	General Construction Inspector (CGCI)
Eric Forsyth, PE	●	●		●	✔								✔		✔	✔
Jan Andrew, PE	●	●		●	✔								✔	✔		✔
Mike Miotke, PE	●	●		●	✔								✔			✔
Chris Hemmer, PE	●				✔											
Jason Gish NTI			●			✔	✔	✔		✔	✔	✔				
David Hamilton NTI		●	●								✔	✔	✔			
Mike Ginsbach NTI		●	●	●							✔	✔	✔			
Alan Heiman, PE CZE				●	✔											
Evan Garich, PE	●	●			✔										✔	✔
Scott Bates NTI			●			✔	✔	✔	✔		✔	✔				
Matt Miller, PE	●				✔											
Cara Belcher, PE	●				✔											
Mike Murphy, PE	●				✔											
Tamara Schurian, PE CZE				●	✔											

Survey
Regions 1–3
WHPacific
Regions 3–5
Anderson Engineering & Survey

Construction Services Resources
Railroad Crossing Jim Eoff
Environmental Compliance Pete Geiger
Cost Estimating Rick Capka, PE
Scheduling Tim Sattler
Constructability Jim Ulrich, PE

PE Resource Pool
Additional PE-design resources as required by a specific WOC

See Org Chart on Page 4 of PE-Design Section

Legend

All staff are Parsons Brinckerhoff unless noted otherwise.

Bold Key staff member; resume included
*MWESB/DBE Firm

CZE Cooper Zietz Engineers, Inc.*
NTI NW Geotech, Inc./NW Testing, Inc.*

Exhibit 6: *The Parsons Brinckerhoff CA/CEI Project Team*

Firm	Role/Expertise	ODOT Experience	Local Agency Experience	DBE Cert
Parsons Brinckerhoff	Full range of construction management services including change order management, scheduling, inspection, quality assurance and quality control, construction monitoring, preconstruction services, construction contract administration and project close-out. Other services provided include program management, alternative delivery projects, civil/ structural engineering, geotechnical engineering, environmental compliance and planning.	Yes	Yes	None
Anderson Engineering & Surveying	Expert services in survey, civil and structural engineering for public and private infrastructure projects.	Yes	Yes	None
Cooper Zietz Engineers	Specialized services in construction project management and inspection, project scheduling and cost controls, quality assurance and quality control for public transportation projects.	Yes	Yes	DBE/MBE
Northwest Testing, Inc.	Construction monitoring and in-house laboratory construction materials testing for public transportation projects including highways.	Yes	Yes	DBE/MBE/ ESB
WHPacific	Multidisciplinary firm specializing in all facets of transportation, building engineering, land development, water resources, survey, architecture, energy and environmental. Services provided include construction management, inspection, civil and structural engineering, permitting, planning, surveying and environmental. An Alaska Native owned corporation.	Yes	Yes	Federal DBE

of qualified and ODOT certified staff ready to respond to the varied needs of WOCs statewide. Due to our team's organizational structure, Parsons Brinckerhoff provides ODOT and LPAs with the flexibility to quickly respond and adapt to a variety of projects needs, cost-effectively.

Single Point of Contact: Our team's project manager for CA/CEI-specific WOC assignments is Eric Forsyth. For ease of communication and to ensure chain of command, Eric will be your single point of contact for CA/CEI services. He will ensure that our team clearly understands project objectives, schedules, and quality expectations in order to deliver successful projects within the pre-determined budget. Eric's relevant experience managing similar DOT projects and Parsons Brinckerhoff's extensive in-house CA/CEI resources will provide an ideal mix of staff and services to fulfill the needs of a specific WOC.

CA/CEI Project Manager Eric Forsyth has been the single point of contact for the BNSF/City of Vancouver Waterfront Access Project Construction Management Services for roadway and rail improvements and has successfully coordinated with Parsons Brinckerhoff's contract manager through the entire duration. The client has been very satisfied with Eric and the Parsons Brinckerhoff team's performance.

Appropriately Sized Team: Here in Oregon, the Parsons Brinckerhoff team has been providing transportation clients with appropriately sized CA/CEI teams to fit the needs of a specific project for 20 years. Our proposed staff is capable of meeting the requirements for any potential WOC assignment, but will address resources on a case-by-case basis depending on availability. Should additional staffing be required for multiple WOC assignments, Eric will draw from our resource pool of experienced project managers and additional technical staff. The Parsons Brinckerhoff team has the resources to staff typical WOC assignments plus the ability to pull for an additional resource pool should the need arise.

Experienced Staff: After a WOC is initiated, Mark and Eric will meet with the ODOT or LPA project manager to fully discuss and understand the scope of the assignment and staffing expectations. From this meeting, Eric will be able to create a WOC-specific team that will draw on the appropriate level of expertise needed while adhering to budget and geographical requirements. Eric will ensure that the WOC-specific team is coordinated and all assigned staff are working within the scope of services, budget and project schedule.

Project Manager Eric Forsyth has a proven track record of scaling project teams to meet owner's needs.

Previous Experience with the Alaska Department of Transportation and Public Facilities (Alaska DOT &PF): As a benefit to ODOT, Eric Forsyth started his career performing CA/CEI services for the Alaska DOT & PF on a variety of roadway and airfield projects throughout the state. As a result of this work and his progression managing CA/CEI services on successively larger and more complex projects, Eric has an excellent approach for staffing on various CA/CEI projects.

BNSF/COV Waterfront Access Project: Eric has successfully managed the staffing levels for the BNSF Waterfront Access Project from the proposal stage through close-out through a multitude of schedule and budgetary challenges. As deputy project manager and resident engineer, Eric has been at the forefront of this successful CA/CEI project. The project is nearing completion – on budget and ahead of schedule – while meeting all QA/QC requirements along the way with all project stakeholders involved.

Staff on the Same Page: One of the keys to project team efficiency is proper communication to ensure that staff is on the same page and focused on identified project goals. Parsons Brinckerhoff achieves this through our quality and management process, which starts with the development of the project management plan (PMP). This plan is developed as a living document and acts and the definitive one-stop resource for project controls. The PMP includes the following topics:

- Project description: Orients the project team to the project's background, purpose and need
- Project team: Organization chart, contact list for A/E, clients and key stakeholders (names, phone numbers, email)
- Project communications plan
- Scope of services
- Work breakdown structure for task numbers
- Schedule of project
- Quality control plan
- Health and safety plan
- Risk management plan
- Invoicing, filing and project closeout protocol

Although our PMP is a comprehensive resource, the key to successful management of a project is clear, concise communication.

Upon notice to proceed, Eric will develop the PMP. We anticipate a kickoff meeting with the project team, the agency and other key stakeholders to discuss work effort, timelines, and work product expectations; and to gain consensus on action item tracking and the decision-making process if needed.

Subcontractor Selection Process

The needs of the project are paramount in the selection of each team member in our tailored WOC-specific project team. Selection of subcontractors will be based on project need factors such as their local knowledge, relationships with key project stakeholders, relevant project experience to perform the task, office location and the WOC DBE requirements.

Local Knowledge: As an example, Mike Ginsbach of Northwest Testing, Inc. (NTI) has provided Clackamas County with certified QCCS services for several projects through ODOT. With Mike's local knowledge, the Parsons Brinckerhoff team can provide CA/CEI services in the largest county of Region 1 in a cost-effective manner that meets the expectations of ODOT and its affiliated agencies.

Relevant Project Experience: As an example, Cooper Zietz Engineers (CZE) is currently on assignment on the high-profile I-5 Willamette River Bridge project in Lane County. CZE's experience on this ODOT-affiliated project and other similar projects is a tremendous asset to ODOT and the Parsons Brinckerhoff team.

Office Locations: For the purposes of cost-efficiency, a subcontractor's office location will be a consideration for task assignments. For example, a WOC in Central or Eastern Oregon that includes a survey task would probably be performed most cost-effectively by Anderson Engineering and Survey in Lakeview.

WOC DBE Requirements: We are committed to meeting or exceeding WOC DBE goals; perhaps more importantly, we are committed to helping our DBE team members increase their experience and grow their businesses.

Subconsultant Utilization and Management

Subcontractors, as integral members of our project team, will be given the PMP with clear expectations for completing the scope of services, on budget and on schedule. All subcontractors will be managed as an extension of our internal staff and will be included in internal coordination meetings as applicable.

Quality control (QC) and quality assurance (QA) expectations are prescribed in the quality section of the PMP. Subcontractors are required to adhere to these quality requirements or form their own plan meeting or exceeding the requirements of the PMP. QA checks will be performed

DBE Methodology

The Parsons Brinckerhoff Portland office uses various methods for reaching out to and promoting small business participation on our projects including workshops, soliciting qualifications from certified firms, involvement in the Oregon Association of Minority Entrepreneurs (OAME) and mentoring. Specific examples of these methods include:

- Contract Manager Mark Hirota recently attended an OAME A/E meeting to inform certified firms in attendance of this ODOT procurement and potential teaming opportunities.
- The Portland office hosted a highly successful DBE open house. More than 80 people from Oregon and SW Washington small firms attended and met one-on-one with discipline leads.
- Participation in trade shows, industry and networking events including regular attendance at OAME monthly A/E meetings and a booth at the annual trade show. Portland Area Manager Mel Sears, PE, PMP, spoke as a keynote speaker during the 2012 trade show. Portland Marketing Manager Charissa Rotramel sits on the OAME Advisory Board.
- Mel Sears recently joined Governor John Kitzhaber and OAME Chair, Samuel Brooks for a discussion on "Growing Oregon's Economy by Growing Small, Woman-Owned and Minority-Owned Businesses" to voice thoughts on influencing promotion of this business sector. Mel also served on an MWESB focused panel with Multnomah County in June 2012. Mel is also a committee advisor for the City of Portland/Portland Development Commission Disparity study led by City Commissioner Nick Fish.
- Mel Sears and Charissa Rotramel have recently led workshops in partnership with Multnomah County's Summit group to brainstorm with Oregon public agency procurement staff on DBE requirements and goals outlined in RFPs and how best to encourage small business participation.

by our project manager, Eric Forsyth to ensure that all team members are following the agreed-upon quality plan.

2.2.6.B. Methods for Coordinating and Expediting Projects

Expediting project schedules is common place today, but doing it efficiently and successfully without sacrificing quality requires organization, leadership and communication. Our CA/CEI project manager, Eric Forsyth, has demonstrated these skills on other projects and will follow a systematic approach that provides ODOT and LPAs the flexibility to expedite and adjust schedules and staffing as needed.

Understanding Project Goals

Prior to construction, it's valuable to understand what's important to ODOT and/or the LPA owning a specific project. Many components, such as traffic control, impacts to businesses, budget, or schedule milestones, can affect the ultimate outcome of a project. These components can be targeted during preconstruction to appropriately plan for and staff a project. This plan and staffing approach is a great way to look ahead and proactively form contingencies before construction begins. Prior to responding to a proposal for a WOC involving CA/CEI, Eric will investigate the following for each project:

- Which agencies/stakeholders are involved
- What each agency/stakeholder wants from the project
- When specific components of the work need to be completed
- Where the issues are
- How each agency/stakeholder works together
- Permits required

Through this project mapping exercise, a realistic staffing plan can be formed that meets the needs of a WOC and also accounts for common contingencies.

Flexibility and Approach to Schedule and Staff Changes

Eric will ensure that our project team is focused on delivering a quality project that meets the expected schedule. He will make every effort to do so, but recognizes that forces outside the project team (including contractors, subcontractors, agencies or stakeholders) can alter both the project schedule and staffing necessary to complete the job.

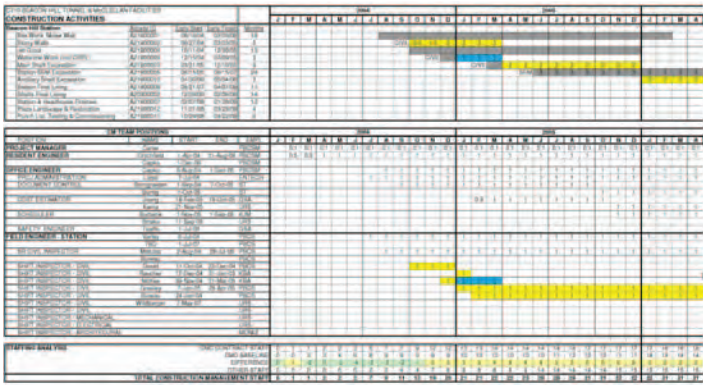
From his public service experience, Eric is familiar with these forces external to the project team that can exist on a project and the need to adjust schedule and staffing on the fly.

Approach to Staffing During Construction

During construction, the contractor is responsible for developing and managing the schedule. Consequently, the Parsons Brinckerhoff CA/CEI team must have a thorough understanding of the contractor's schedule and possess the adequate resources and flexibility to staff the project accordingly. As a result of expertise developed on past CA/CEI projects, Parsons Brinckerhoff has developed an effective approach toward scheduling and staffing management that includes the following elements:

- Perform preliminary review of the construction schedule in order to develop necessary scope of work, budget and staffing plan (in some cases, a schedule may need to be developed prior to construction. Parsons Brinckerhoff has the experience performing this task on many projects similar in nature and complexity).
- Develop Parsons Brinckerhoff baseline staffing plan and schedule (Exhibit 7) that is used on a monthly basis to evaluate progress against the determined scope of work

Exhibit 7: *Sample staffing plan and schedule*



- Evaluate monthly and update schedule and staffing plan as required to match up with changes to construction schedule
- Quickly adapt, as required, to short-notice construction scheduling changes with modified staffing to fit the needs of the project
- Communicate with ODOT/LPA, at a minimum on a monthly basis, to review task order staffing plan and schedule, and adjust as needed

2.2.6.C. Quality Control Procedures and Policies for CA/CEI

Parsons Brinckerhoff stringently follows a QA/QC process to deliver high quality deliverables from the start. We recognize that on CA/CEI projects there are two distinct parts to an effective quality program.

- The quality of our work as your representative on the project
- The full documentation of the quality of the construction contractor's work

To ensure we produce high quality, each deliverable – whether it is an Inspector's Daily Report, Pile Driving Report, change order review, or a simple pay note – receives a peer review from experienced Parsons Brinckerhoff staff before it is submitted to the client or made a part of the project record. Contract Manager Mark Hirota will ensure

Ensuring QA/QC Throughout the Life of the Project

Quality is not just a priority: it is a core value as demonstrated by our ISO 9001:2008 certification. This indicates that we have established and adhere to successful QA/QC procedures on every contract. This assures ODOT and LPAs that we have ongoing QA/QC procedures, continuously monitor our performance, and actively solicit feedback from clients.

that QA/QC procedures developed for the master agreement are implemented in each WOC. Each WOC will be managed within the framework of ISO 9001:2008, a well-established quality management system, and the QA/QC procedures will be regularly audited for compliance. All audits, checks and reviews will be documented, made a part of the project record, and be available for agency review at any time.

On CA/CEI assignments, Parsons Brinckerhoff will utilize the QA Program established and implemented by applicable agency on all WOCs unless a specific, approved method for an alternate is required. The ODOT QA Program relies on the following policies and procedures:

- ODOT Construction Manual
- ODOT Manual of Field Test Procedures
- ODOT Inspectors Manual
- Oregon Standard Specifications for Construction
- ODOT QCCS Manual

Each project will use these policies and procedures to determine that materials incorporated into the project are procured, installed, tested and, if necessary, modified to conform to the contract documents and applicable codes, standards, procedures and processes. In advance of construction, Parsons Brinckerhoff will review the project plans and quantities to determine the frequency and overall number of tests required for each item of work. ODOT and local agency projects can be driven by not only federal (FHWA, FTA) requirements, but also by the requirements of other jurisdictions and partner agencies (water, sewer, parks, police, fire, etc.) It is therefore critical that the minimum sampling and testing requirements be established prior to work beginning in the field.

Parsons Brinckerhoff has contracted with a local materials testing firm, Northwest Testing, Inc. (NTI) who will be responsible for testing materials for acceptance in accordance with the project requirements. Parsons Brinckerhoff will provide results of all testing and materials quality inspections, and if required, will make recommendations to ODOT regarding the remedial

Methods for Ensuring Quality When Expediting Project Schedules

The Parsons Brinckerhoff CA/CEI team will ensure quality when expediting project schedules by following all mandatory internal and external QA/QC procedures listed below:

- Internal scope of work/estimate reviews
- Internal QC reviews on all deliverables
- Using qualified QCCS staff experienced in ODOT/LPA processes and procedures
- All inspection work will be performed by ODOT Certified Inspectors
- All materials testing will be performed in NTI's ODOT certified lab

actions required to correct unacceptable portions of the contractor's work.

NTI will produce quality, thorough, typed daily reports in a timely fashion for all services provided. The daily reports will be formatted depending on the category of inspection and each report will be sequenced to facilitate a clear understanding of the inspection/testing activity. Draft reports will be submitted at the end of each workday. All field reports and laboratory test results will be reviewed by an NTI construction services manager for final distribution to the project team. We will also maintain a punchlist for documentation of items requiring remedial action. The punchlist will be updated and distributed periodically. As typically required, a final report will be submitted upon completion of the scope of services.

PB Team Certified Inspectors

All inspection work performed under this full service agreement will be performed by ODOT-certified inspectors from the Parsons Brinckerhoff CA/CEI team.

NTI's in-house laboratory has been inspected and approved by the U.S. Army Corps of Engineers (USACE), the American Association for Laboratory Accreditation (A2LA), the Oregon Building Officials Association (OBOA), the Washington Association of Building Officials (WABO), the City of Portland Bureau of Development Services (COP-BDS), and ODOT. NTI operates under and is certified to meet ASTM E329, "Standard Specification for Agencies Engaged in the Testing and/or Inspection of Materials Used in Construction", including the subcategories of ASTM D3740 (Soils), C1077 (Concrete), A880 (Steel), and E543 (Non-Destructive), the International Standards ISO/IEC 17020 "General Criteria for the Operation of Various Types of Bodies Performing Inspection", ISO/IEC 17025 "General Requirements for the Competence of Testing and Calibration Laboratories" and ISO/IEC 9000 "Quality System Management."

2.2.7 Proposer's Cost Effectiveness for CA/CEI Services

2.2.7.A. Cost-Effective Tasks and Deliverables

Ensuring Cost-Effective Delivery of Services

The Parsons Brinckerhoff CA/CEI team understands the necessity of stretching project funding, especially during this challenging time. Through Eric's value-added, public service perspective, he will ensure that all CA/CEI tasks are completed in a cost-effective manner using the following strategies:

Level of technical experience ensures cost-effective project delivery: Assigning junior staff to a complex problem has the same effect as assigning senior staff to a routine problem: both inefficiently use the project budget. Having the correct level of technical expertise assigned to the project helps ensure that the CA/CEI budget is used with the highest efficiency. Eric recently used this strategy on the BNSF/City of Vancouver Waterfront Access Project. During the initial estimate, Eric proposed a full-time mid-range pile driving inspector to be used for four months during pile driving operations. As this task approached, Eric noticed that one junior-level member of Parsons Brinckerhoff's local staff was in between projects. With permission from the employee's supervisor and the client, Eric proposed using this staff member instead of the mid-range inspector to save money, but also to provide valuable experience for this young engineer. With the help of his supervisor and the permanent full-time CA/CEI staff, this employee flourished in the position, gained valuable experience, and under-ran the task so much that the Parsons Brinckerhoff team was able to take on additional tasks toward the end of the project with the project savings.

Maintaining Cost Effectiveness

Parsons Brinckerhoff will ensure the appropriate level of effort is applied to all WOCs, with the right blend of senior oversight with junior and mid-level technical staff to maintain cost-effectiveness and quality deliverables.

Schedule efficiency ensures the budget is maximized: A project's schedule is the roadmap to delivering the project on time and ensuring that each task on the critical path is performed so that information is developed and ready for use by the next discipline in an efficient, timely manner. We will look for opportunities to enhance efficiency of the schedule. At project startup, we will review the contractor's baseline schedule and recommend possible revisions. As the project progresses, schedule adherence will be monitored and CA/CEI staff will be adjusted as needed. As a recent example, Eric and Mark estimated the overall cost for CA/CEI services on the U.S. 26/NW Bethany Blvd. overcrossing. Taking the construction schedule that Eric developed during the design phase of the project, an initial estimate of cost for CA/CEI services was developed. This figure was too high for the client so the team looked for areas to reduce the cost. After meeting with the client, Eric and Mark were able to reduce the number of overtime hours on the project due to the expected level of construction intensity during critical phases of work. This action reduced the CA/CEI budget by 20 percent and the client approved the contract. Parsons Brinckerhoff is on site now successfully performing CA/CEI services for this challenging ODOT-affiliated project.

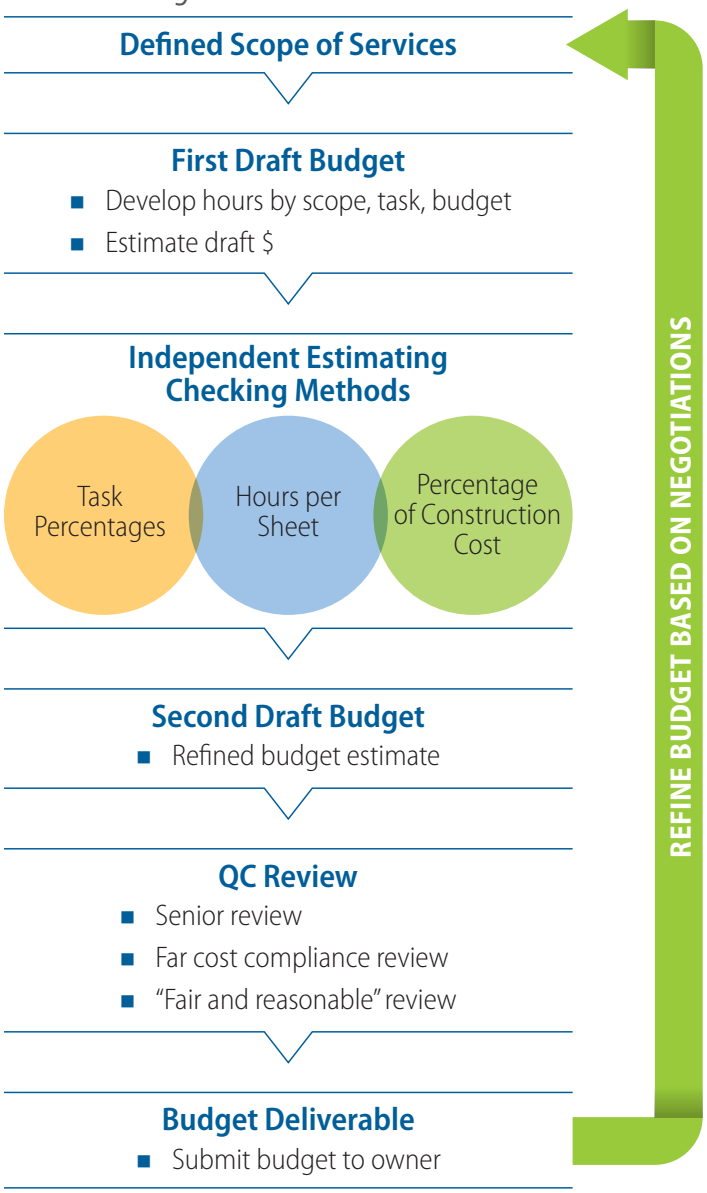
Minimize travel expense by adhering to GSA-set *per diem* rates. Our CA/CEI team will ensure that all travel, lodging and *per diem* expenses are as low as possible. In addition to government rates, Parsons Brinckerhoff has corporate negotiated rates which allow staff reduced rates on hotels and travel expenses. Staff will stay in hotels either offering our corporate negotiated rates or those that offer government rates to keep the cost as low as possible. We will submit receipt-based expense invoices that adhere to GSA-set *per diem* rates.

2.2.7.B. Methods, Tools and Processes for Developing Estimates

Defined Scope of Services: A clear and concise understanding of the work to be done, through a scope of services, is critical to developing a budget estimate for those services. If the scope of services is unclear or incomplete, confusion and inefficiency can ensue. Eric will ensure that the scope of services includes enough detail so that both Parsons Brinckerhoff and ODOT and/or the LPA project manager have the same understanding of the level of effort required to complete the project.

First Draft Budget: From an agreed-upon detailed scope of services, a budget estimate will be developed. If subconsultants need to be utilized, they will provide input on the staff level of effort required to fulfill the scope of services. Eric will gather input on staffing recommendations to build a ground-up budget estimate.

Exhibit 8: *Budget Process*



Second Draft Budget: The project manager will use various independent estimating checking methods, including percentage of construction cost, to validate the first draft budget. From this review, the project manager will provide an adjusted second draft budget.

Quality Check Review: Parsons Brinckerhoff's business management procedures require that all cost estimates receive an independent review by senior staff before submittal to the agency. All estimates will be accompanied by backup information that will clearly break down each item making up the estimate. This will create a transparent

document that can be used to ensure that the cost is fair and reasonable to the state and Parsons Brinckerhoff.

Budget Deliverable: With the draft budget developed, cross-checked and reviewed for quality, it is submitted and discussed with the client.

Methods to Ensure Estimates are Fair and Reasonable

With his public service background, Eric understands the agency's project delivery process and, most importantly, understands the importance of being a steward of public funds. Eric will ensure that our estimate is fair and reasonable by staffing the project with the appropriate level of experience that provides a cost-efficient design, using only FAR audited overhead rates, and, strictly following GSA *per diem* rates when travel is necessary. To the fullest extent possible, we will use staff local to the project, taking advantage of their local knowledge and relationships and reducing travel costs.

Eric will use Parsons Brinckerhoff's tools to ensure that expenditures are justified and tracking correctly according to the contract scope of services and budget.

- Parsons Brinckerhoff staff uses weekly electronic time reporting. Eric will print out a full accounting of project charges each Monday morning and use this report to expenditure trends and get with task leads as soon as any anomalies appear.
- All expenditures are captured through electronic time reporting and housed in an Oracle® database. As subconsultant invoices are received, their invoice is reviewed and approved for payment by Eric and the appropriate task lead. Our monthly invoices are generated from the Oracle database and include expenditure details for the invoice cycle. The invoice includes full detail on expenditures. Accompanying the invoice is a detailed progress report that indicates the work that was accomplished during the invoice cycle, the work anticipated during the next cycle, budget status, schedule status and any issues that require discussion with the agency.

2.2.8 Project Team and Qualifications for CA/CEI Services

2.2.8.A. Experience of Project Manager Managing CA/CEI Projects of Similar Nature and Complexity

The career of our project manager, Eric Forsyth, PE, started with ODOT. As a B.S.C.E. student at Portland State University, Eric worked two consecutive summers as an Engineering Intern for the ODOT Region 1 Construction Project Office located in Beaverton. As a result of his experience, Eric secured his next summer job as the QC Manager for Kiewit on a large rock crushing operation in St. Helens, OR, producing aggregate for paving on U.S. Highway 30. As a result of these internships, Eric secured full-time employment upon graduation performing CA/CEI services for the Alaska Department of Transportation and Public Facilities (ADOT&PF) on roadway and aviation projects throughout the state. For the next eight years, Eric worked exclusively on ADOT&PF projects, gaining valuable CA/CEI management experience as shown in Exhibit 9.

The experience gained on these ADOT&PF projects offered Eric valuable insight and knowledge on applicable CA/CEI procedures on DOT projects. This experience directly relates to equivalent procedures and policies used by ODOT, namely the following:

- ODOT Construction Manual
- ODOT Manual of Field Test Procedures
- ODOT Inspectors Manual
- Oregon Standard Specifications for Construction
- ODOT QCCS Manual

The policies and procedures outlined by these documents are critical to the success of CA/CEI services delivered using this flexible services contract. Eric's intimate familiarity with DOT CA/CEI policies and procedures and his experience on projects similar in nature and complexity will directly benefit ODOT and LPAs on their future projects.

At the conclusion of his time in Alaska in 2005, Eric began his employment with Parsons Brinckerhoff. He quickly applied his knowledge gained in Alaska on one of the largest transportation infrastructure projects in the Pacific Northwest: the Tukwila Segment of Sound Transit's Central Link Light Rail. At a construction contract value of $281

Exhibit 9: *Project Manager Eric Forsyth's experience on ADOT&PF projects –*Project Federally Funded*

Project	Approximate Construction Contract Value	Scope of Project	Eric's Role	Equivalent ODOT CA/CEI Position
***Yakutat Airport Lighting Improvements (2000)**	$2 million	Remove and replace existing lighting system and load centers	Senior Grade Inspector and Senior Materials Inspector/Technician	Certified Inspector, Quality Manager, and QCCS
***Kodiak Airport Resurfacing Project (2001)**	$6 million	Cold plane and pave RW 10/28, pave all taxiways, and reconstruct the commercial parking apron	Senior Grade Inspector and Materials Inspection Manager	Certified Inspector, Quality Manager, and QCCS
***Central Region Highway Data Equipment (2002)**	$3 million	Remove and replace (15) highway data collection stations throughout the South-Central region	Resident Engineer, Senior Grade Inspector, and Senior Materials Inspector/Technician	PE in Responsible Charge, Certified Inspector, Quality Manager, and QCCS
***Anchorage Intersection Safety Improvements Project (2003)**	$3 million	Reconstruct (3) intersections simultaneously including paving, earthwork, and all underground utilities	Senior Grade Inspector and Materials Inspection Manager	Certified Inspector and Quality Manager
***Whittier Ferry Access, Phase II (2004–2005)**	$5 million	Reconstruct the central harbor area including paving, sidewalks, and all underground utilities	Assistant Resident Engineer and Materials Inspection Manager/ Technician	PE in Responsible Charge, Quality Manager, and QCCS

million, this project consisted of 5.5 miles of elevated and at-grade precast segmental guideway for light rail trains travelling in between downtown Seattle and Sea-Tac International Airport. Parsons Brinckerhoff provided Sound Transit with a full-service construction management team for four years and Eric served as QA/QC manager. Eric was responsible for ensuring the construction contractor's QC program met project requirements, including portions of the project in Washington State Department of Transportation right-of-way. Once substantial completion for the project was reached in 2008, Eric transferred to Portland to lead the construction services department for Parsons Brinckerhoff's Portland office. As his resume indicates, Eric managed CA/CEI services on Portland-area projects for a variety of clients. His CA/CEI management experience with Parsons Brinckerhoff, as shown in Exhibit 10 on the next page, includes:

"Eric is a hard-working self starter who invariably understands exactly what a project is about and how to get work done quickly and effectively.

"In the past two years, I cannot remember an instance in which he was remiss in his duties as a Quality Manager. On several occasions I worked with Eric to resolve quality issues and he consistently demonstrated a timely professional approach to identify root cause, recommend corrective actions and actions to prevent recurrence.

"Mr. Forsyth is a resourceful, creative, and solution-oriented person who frequently identified new and innovative approaches to quality."

— William Gardner, Sound Transit
Central Link Light Rail Quality Control Manager

Exhibit 10: *Project Manager Eric Forsyth's CA/CEI Experience with Parsons Brinckerhoff –*Project Federally Funded*

Project	Approximate Construction Contract Value	Scope of Project	Eric's Role	Equivalent ODOT CA/CEI Position
***Tukwila Segment (2005–2009)**	$281 million	5.5 miles of elevated precast segment guideway and one elevated station	QA/QC Manager	QC Manager
***LTD Gateway EmX (2009–2010)**	$22 million	Bus rapid transit guideway and all associated stations and utility relocations	QA Review of CA documentation	QC Manager
***BNSF/COV Waterfront Access Project**	$12 million (Rail project only)	Remove and replace approximately one mile of elevated double freight rail mainline and all associated infrastructure	Deputy Project Manager and Resident Engineer	Project Manager and PE in responsible charge
U.S. 26/NW Bethany Blvd. Project	$6 million	Widen existing U.S. 26 overcrossing with all associated infrastructure	Deputy Project Manager	Project Manager

As demonstrated above, Eric's experience while employed in Alaska and with Parsons Brinckerhoff exemplifies a definitive progression throughout his career. From the beginning, he was thrust into intensive CA/CEI roles and his career continued to grow to his current project management role. From on-site density testing to managing scope, schedule, and budget for a CA/CEI team, Eric's experience on projects similar in nature and complexity will greatly benefit any forthcoming ODOT and/or LPA project. As an example, the rail portion of the BNSF/COV Waterfront Access Project is 90-percent complete and through Eric's service, the project is on budget and one month ahead of schedule.

As an added benefit to ODOT and LPAs, Eric has successfully performed a number of non-CA/CEI roles for Parsons Brinckerhoff since 2008. These roles on design projects have included constructability reviews, cost estimating, scheduling, QA/QC, and value engineering on a number of transportation infrastructure projects. This experience providing design-phase services with a construction frame-of-mind has been extremely valuable by saving projects money and time, avoiding costly errors, omissions and claims, or by simply defining budget or schedule values accurately. These services are invaluable to the success of a design project and Eric can provide these services as well as managing CA/CEI services exclusively.

"… so this still might take a while. Our only saving grace is Eric Forsyth – he doesn't let much moss grow on tasks to be completed."

— Dan Swensen,
City of Vancouver Engineering and Construction Services Manager

PARSONS BRINCKERHOFF

2.2.8.B Key Staff Resumes

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

Jan Andrew, PE, Lead Construction Engineer; Senior Technician

Jan Andrew has more than a decade of construction management experience. He is extremely familiar with the construction process for bridges, highways and tunnels, bus rapid transit, railroad construction, documentation control of submittals, correspondence, change orders, progress payments, and other project documentation. Jan is highly analytical, detail-oriented, and able to effectively handle multiple tasks and work well under pressure. He is an ODOT-certified inspector, which includes asphalt, concrete bridge, and traffic signal construction.

Name of firm (only if sub):

Role on potential project assignments:

Oregon PE in Responsible Charge, ODOT-Certified Inspector; Resident Engineer

Years of experience in proposed role: 16

List Active Certification(s), Certification Number(s):

- Professional Civil Engineer: Oregon, 2004 (75448PE); Alaska, 2003 (10804)
- ODOT Certified Inspector (#40822) for: general construction, bridge construction, hot mix asphalt concrete

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

BNSF/City of Vancouver Waterfront Access Project, Vancouver, Washington: Provided construction management support for a BNSF railroad construction project. The project realigned the rail lines in order to improve rail mobility for the BNSF and Port of Vancouver and provide access to the waterfront for future development. Jan inspected various aspects of construction including earthwork, grading, retaining walls, shoring walls, bridge construction, drainage, utilities, asphalt, striping and signage. Jan coordinated with the BNSF and City of Vancouver for pay estimates and project documentation, provided quality reviews of the contractor's submittals/plans, and maintained project records for materials, testing, pay estimates and correspondence during construction.

Lane Transit District, Gateway EmX Bus Rapid Transit (BRT) Project, Springfield, Oregon: Construction manager who provided engineering support for the construction compliance stage for BRT. The project widened the main north/south arterial in Springfield in order to build bus-specific concrete lanes and construct more than 20 bus station platforms. Jan provided inspection for various aspects of construction including earthwork, grading, asphalt, concrete bus lanes and bridges, drainage, utilities, striping and signage, and bus station platforms during the construction phase.

ODOT Design-Build Delivery Program, Oregon: Construction manager provided engineering support for both procurement and construction compliance stages for bridge replacement and repair, interstate preservation and modernization work throughout the state delivered by the design-build method. Jan was responsible for providing inspection oversight, preparing pay estimates, providing quality reviews of the design builder's quality plan implementation for both design and construction.

Sandy River Conduit Relocation Design-Build Project, Oregon: Performed inspection oversight, attended weekly construction meetings, attended pre-activity meetings for important aspects of the tunnel construction such as shaft construction and tunnel construction, produced monthly progress reports , performed quality audits of the design builders design and construction quality, coordinated with the design- builder project submittals.

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

Eric Forsyth, PE, Project Manager; Supervising Construction Engineer; Quality Assurance/ Quality Control Manager; Resident Engineer

Eric Forsyth has more than 15 years of experience in transportation infrastructure construction management, engineering and inspection. He has managed projects, led engineering services, managed construction and provided QA/QC for a wide variety of transit, bridge, heavy rail, highway/roadway and port projects for transit agencies, the Burlington Northern Santa Fe Railway Company (BNSF), the Federal Highway Administration (FHWA), ODOT, the Washington Department of Transportation (WSDOT), the Port Authority of Guam (PAG) and several local municipalities. His project management experience includes managing roadway design projects, constructability reviews, construction management, cost estimating, scheduling, planning, contract administration and QA/QC management. Prior to joining Parsons Brinckerhoff, Eric served the Alaska Department of Transportation and Public Facilities as a consultant employed by the state's largest locally-owned civil engineering consulting firm.

Name of firm (only if sub):

Role on potential project assignments:

CA/CEI Project Manager, Oregon PE in Responsible Charge, ODOT-Certified Inspector, QC Manager

Years of experience in proposed role: 15

List Active Certification(s), Certification Number(s):

- Professional Civil Engineer: Oregon, 2009 (#56598PE); Alaska, 2004 (#11038); Washington, 2009 (#45534);
- ODOT Certified Inspector (#44142) for: general construction, bridge construction, drilled shaft construction

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

BNSF/City of Vancouver Waterfront Access Project, Vancouver, Washington: Supervising construction engineer and deputy project manager for this rail realignment and roadway improvement project in downtown Vancouver. The project will include two concrete bridges, an elevated railway embankment supported by a precast segmental retaining wall system, a temporary shoofly railway embankment, and all associated civil infrastructure improvements. Eric is currently serving as the resident engineer and lead owner's representative during the construction of the $11 million BNSF project. His responsibilities include ensuring the contractor's conformance with the plans, specifications, all applicable BNSF environmental protocols, change order review, RFI/submittal response, subconsultant management, staff management, and deputy project management tasks.

Gateway EmX Bus Rapid Transit (BRT) Project, Springfield, Oregon: Lead engineer responsible for QC review of construction administration documents on this $21 million BRT project using the CM/GC delivery method. The second of two BRT corridors, the Gateway extension is part of LTD's nationally-recognized EmX system. This 6-mile extension includes a mix of exclusive running way and mixed traffic operation. Parsons Brinckerhoff provided construction administration with a full time inspector and a resident engineer to serve as owner's representative. Eric's responsibilities included QC plan and construction administration system formation assistance prior to the start of construction

U.S. 26/NW Bethany Blvd. Project, Washington County, Oregon: Supervising construction engineer responsible for producing the construction schedule for the 30-, 60-, and 90-percent design submittals and providing constructability input for this roadway/bridge improvement project. Currently under construction, the project will widen the existing bridge and roadway over U.S. 26 approximately nine miles west of Portland. Eric is currently providing deputy project management services to Washington County for CA/CEI services through the life of construction.

OR 6: Devils Lake Fork Wilson River, OBDP/ODOT Bundle 510, Tillamook County, Oregon: Lead engineer responsible for producing the construction schedule and providing constructability input for this bridge improvement project funded by the OTIA. The project encompassed a structural upgrade and seismic retrofit of the six-span, 600-foot bridge over the Devils Lake Fork of the Wilson River 32 miles east of Tillamook.

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

Michael Ginsbach, Construction Services Manager/Technical Director

Michael Ginsbach has 17 years pf experience conducting and managing construction services for an inspection and laboratory materials testing agency. His duties have included project management, inspector training and supervision, quality system manual development, and overseeing agency accreditation. He is experienced in field inspection and laboratory testing of reinforced concrete, prestressed concrete, shotcrete, welding and bolting of structural steel, ultrasonic weld evaluation, structural masonry, proprietary anchors, soils and aggregates, asphaltic concrete, and fireproofing. He is experienced at providing concrete and grout mix designs and trial batching. He is competent at reviewing plans and specifications for special inspection requirements and communicating with the owner, contractor, engineer, architect and building official to assure that the relevant codes are being observed. He has been responsible for all aspects of a project, from developing the initial proposal to writing the final summary report.

Name of firm (only if sub):

Northwest Geotech, Inc./Northwest Testing, Inc.

Role on potential project assignments:

ODOT-Certified QC Manager, QC Compliance Specialist, QC Manager

Years of experience in proposed role: 17

List Active Certification(s), Certification Number(s): OBOA, COP, WABO Special Inspection Agency Manager / Technical Director; OBOA, COP, WABO Special Inspector Field Supervisor; OBOA, COP, WABO, ICC Reinforced Concrete Special Inspector; OBOA, COP, WABO Shotcrete Special Inspector; OBOA, COP, WABO, ICC Prestressed Concrete Special Inspector; ACI Concrete, Field Technician – Grade 1; ACI Concrete Laboratory Technician – Grade 1; ACI, ODOT Concrete Strength Testing Technician; OBOA, COP, WABO, ICC Structural Masonry Special Inspector; OBOA, COP, WABO Proprietary Anchor Inspector; American Welding Society – Certified Welding Inspector; ASNT ACCP Level II NDE- Visual Welding Inspector; ASNT ACCP Level I NDE-Ultrasonic Weld Evaluator; OBOA, COP, WABO, ICC Structural Steel and Welding Special Inspector; OBOA, COP, WABO, ICC Structural Steel and Bolting Special Inspector; OBOA, COP, WABO, ICC Spray Applied Fireproofing Special Inspector; WABO Lateral Framing Special Inspector; OBOA, COP Cold Formed Steel Special Inspector; OBOA, COP Structural Wood Special Inspector; OBOA, ICC Soils Special Inspector; ODOT Quality Control Technician (QCT); ODOT Certified Bridge Construction Inspector (CBCI); ICC Master of Special Inspection Certification; NICET Construction Materials Testing – Level IV Concrete, Level II Soils, Level III in Asphalt; NICET Geotechnical Engineering Technology – Level II Generalist, Level II Construction, Level II Exploration, Level II Laboratory; Nuclear Gauge Operator, Radiation Safety Certification; Hazardous Waste Site Operations, 40-Hour Course; Certification & Current 8-Hour Refresher Course; Confined Space Entry Certification

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

Willamette River Transit Bridge, Portland, Oregon: Providing contractor QC support and special inspection management for this new bridge project. TriMet, in partnership with multiple agencies and municipalities including the ODOT, Multnomah County, Clackamas County, the City of Portland, the Portland Development Commission, the City of Milwaukie and the City of Oregon City, is currently constructing a four-segment light rail extension from Portland's South Waterfront to Milwaukie. Segment B consists of a $134 million, 1,720-foot-long, cable-stayed bridge over the Willamette River.

BNSF/City of Vancouver Waterfront Access Project, Vancouver, Washington: Providing management of special inspection and materials testing services in support of the owner's quality assurance program. The project is part of the $137 million West Vancouver Freight Access project. This $44 million project, including BNSF's portion, includes design, rights-of-way acquisition and construction. The project involves road, rail and utility improvements, including reconstruction of the BNSF railway berm in Vancouver and extension of Esther Street and Grant Street under the rail line. The project also includes construction of a shoofly (temporary track) built to carry rail traffic shifted from the mainline, two two-span post-tensioned concrete railway bridges, associated rail work, retaining walls, lowering of road-ways and drainage improvements.

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

Jason Gish, Special Inspector

Jason Gish has extensive experience conducting construction services for an inspection and laboratory materials testing agency. He is experienced in the field inspection and laboratory testing of reinforced concrete, structural masonry, proprietary anchors, soils, aggregates and asphaltic concrete. He is competent at reviewing plans and specifications for special inspection requirements and communicating with the owner, contractor, engineer, architect, and building official to assure that the relevant codes are observed.

Name of firm (only if sub):

Northwest Geotech, Inc./Northwest Testing, Inc.

Role on potential project assignments:

QC Compliance Specialist

Years of experience in proposed role: 4

List Active Certification(s), Certification Number(s): ICC, OBOA Soils Special Inspector ICC Structural Masonry Special Inspector; ICC, OBOA Proprietary Anchors; ICC, OBOA, and WABO Reinforced Concrete Special Inspector; ACI Concrete Field Testing Technician – Grade 1; ACI, ODOT Concrete Strength Testing Technician; ODOT Certified Aggregate Technician (CAgT); ODOT Certified Density Technician (CDT); ODOT Certified Asphalt Technician (CAT I); ODOT Certified Embankment & Base Technician (CEbT); ODOT Quality Control Technician (QCT); NICET Level I Soils, Asphalt, and Concrete; Nuclear Gauge Operator, Radiation Safety Certification

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

ODOT/Clackamas County Roadway Improvement Projects, Clackamas County, Oregon: Provided quality control compliance specialist services for roadway improvement projects under a direct appoint contract. Roadway improvement projects include SE Sunnyside Road, 82nd Avenue to 122nd Avenue Paving and Signal project, King Road Preservation, Wichita to 82nd,SW Stafford Road at SW Mountain Road, and N. Knights Bridge Road, Knights Bridge to N. Grant Street. Duties included reviewing all submittals and test results to assure that materials to be incorporated in the work meet the requirements established in the contract documents and the "Oregon Standard Specifications for Construction," assuring that the required materials testing has been performed and is in conformance with ODOT's "Field Test Procedure Manual."

Willamette River Transit Bridge, Portland, Oregon: Providing contractor QC support and special inspection management for this new bridge project. TriMet, in partnership with multiple agencies and municipalities including the ODOT, Multnomah County, Clackamas County, the City of Portland, the Portland Development Commission, the City of Milwaukie and the City of Oregon City, is currently constructing a four-segment light rail extension from Portland's South Waterfront to Milwaukie. Segment B consists of a $134 million, 1,720-foot-long, four-pier, five-span cable-stayed bridge over the Willamette River.

BNSF/City of Vancouver Waterfront Access Project, Vancouver, Washington: Providing management of special inspection and materials testing services in support of the owner's quality assurance program. The project is part of the $137 million West Vancouver Freight Access project. The $44 million project, including BNSF's portion, includes design, rights of way acquisition and construction. The project involves road, rail and utility improvements, including reconstruction of the BNSF railway berm in Vancouver and extension of Esther Street and Grant Street under the rail line. The project additionally includes construction of a shoofly (temporary track) built to carry rail traffic shifted from the mainline, two two-span post-tensioned concrete railway bridges, associated rail work, retaining walls, lowering of road-ways and drainage improvements.

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

David Hamilton, Special Inspector

David Hamilton has extensive experience conducting construction services for an inspection and laboratory materials testing agency. He is experienced in the field inspection and laboratory testing of reinforced concrete, structural welding, high strength bolting, residential building, residential electrical, proprietary anchors, structural lumber, soils, aggregates and asphaltic concrete. He is competent at reviewing plans and specifications for special inspection requirements and communicating with the owner, contractor, engineer, architect, and building official to assure that the relevant codes are observed.

Name of firm (only if sub):

Northwest Geotech, Inc./Northwest Testing, Inc.

Role on potential project assignments:

ODOT-Certified Inspector, QC Compliance Specialist

Years of experience in proposed role: 7

List Active Certification(s), Certification Number(s): ICC, OBOA, WABO, COP Structural Steel and Bolting Special Inspector; ICC, OBOA, WABO, COP Structural Welding Special Inspector; ICC, OBOA, WABO Structural Masonry Special Inspector; ICC, OBOA, WABO Cold Formed Steel Framing Technical Training; ICC, OBOA, WABO, COP Reinforced Concrete Special Inspector; OBOA, WABO, COP Proprietary Anchor Inspector; OBOA, ICC Soils Special Inspector; ICC Spray-Applied Fireproofing Special Inspector; AWS Certified Welding Inspector; ACI Concrete Field Testing Technician – Grade 1; ACI, ODOT Concrete Strength Testing Technician
ODOT Certified Bridge Construction Inspector (CBCI); ODOT Quality Control Technician (QCT); NICET Level I – Concrete, Soils, Asphalt; ASNT ACCP Level II Visual Inspector; NDE Level II Ultrasonic and Magnetic Particle Inspector; Nuclear Gauge Operator, Radiation Safety Certification; Certified Ground Penetrating Radar Technician; OSHA 30-Hour Trained

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

ODOT/Clackamas County Roadway Improvement Projects, Clackamas County, Oregon: Provided quality control compliance specialist services for roadway improvement projects under a direct appoint contract. Roadway improvement projects include SE Sunnyside Road: 82nd Avenue to 122nd Avenue Paving and Signal project; King Road Preservation: Wichita to 82nd; SW Stafford Road at SW Mountain Road; and N. Knights Bridge Road: Knights Bridge to N. Grant Street. Duties included reviewing all submittals and test results to assure that materials to be incorporated in the work meet the requirements established in the contract documents and the "Oregon Standard Specifications for Construction," assuring that the required materials testing has been performed and is in conformance with ODOT's "Field Test Procedure Manual."

Willamette River Transit Bridge, Portland, Oregon: Providing contractor QC support and special inspection management. TriMet, in partnership with multiple agencies and municipalities, is currently constructing a four-segment light rail extension from Portland's South Waterfront to Milwaukie. Segment B consists of a $134 million, 1,720-foot-long, four-pier, five-span cable-stayed bridge over the Willamette River.. Duties include providing materials testing and inspection in support of the contractor's quality control program. NTI's scope of materials testing and inspection services include visual welding inspection of temporary and permanent bridge elements, ultrasonic weld evaluation of over one hundred pile splices, inspection and testing of thousands of cubic yards of reinforced concrete, in-place nuclear density testing of structural fills and asphaltic concrete, ultrasonic inspection of rail connections, inspection of proprietary anchors and inspection and testing of the post-tensioned concrete bridge spans.

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

Alan Heiman, PE, Construction Manager

Alan Heiman has extensive background in construction of transportation infrastructure and heavy industrial facilities including highway, roads, bridge, and port facilities. His experience includes serving as the construction quality control manager for 13 bridge design-build projects for ODOT and as the project manager for two 400-foot-long, six-lane, cast-in-place concrete bridges across Interstate 205 in Portland. His experience also includes asphalt and concrete paving, piling, retaining walls, materials testing, traffic control, and erosion control and stormwater runoff control. He has also conducted design, construction, project management, and quality control for commercial and industrial facilities. Alan has management experience in project coordination, design and construction management, site supervision, permits and insurance, scheduling, payroll, quality control, and annual budgeting.

Name of firm (only if sub):
Cooper Zietz Engineers

Role on potential project assignments:
QC Manager

Years of experience in proposed role: 35

List Active Certification(s), Certification Number(s):

- Professional Civil Engineer: Professional Civil Engineer: Oregon

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

Highway 38 Bridge Replacement Design-Build, Elkton to Hardscrabble Section, Elkton, Oregon: Construction quality control manager responsible for all construction activities, overseeing QC inspectors and QC testing program and closeout documentation for the award winning project to replace five bridges east of Elkton Oregon. Two of the bridges were replaced by rapid replacement method, where the new bridge was constructed alongside the old bridge, then moved into place in one shift.

Interstate 5/ Clarks Branch to Tunnel Mill Race Segment Design/Build Project, Cottage Grove, Oregon: Construction quality control manager responsible for all construction activities, overseeing QC inspectors and QC testing program and closeout documentation for $41 million project to replace 12 freeway bridge structures.

Willamette River Transit Bridge, Portland, Oregon: Construction quality control manager for a $120 million new cable stay bridge replacement designed for light rail, bus and pedestrian use. Responsible for pre-work meetings, quality meetings, supervision of QC inspectors and quality control testing. Work involved in-water foundations using twelve 9-foot diameter drilled shafts up to 175 feet in depth.

Interstate 205 / Sandy Blvd. and Glisan Street Overpasses, Portland, Oregon: Directed quality control, materials testing, and inspection services involving the formwork, rebar, and concrete placement for the piers and deck work. For these projects, Alan also oversaw quality control for 45-foot-high counter-fort retaining walls and a pedestrian tunnel. Additional responsibilities included scheduling, change order, pay request approval and quantity verification.

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

Chris Hemmer, PE, Supervising Engineer

Chris Hemmer is a supervising civil engineer and project manager with more than 16 years of multidisciplinary civil engineering experience. He has experience managing and engineering projects at all phases of design from alternatives analysis through construction. He is highly experienced in the design and project delivery of major public works projects, including knowledge of stormwater and utility infrastructure, highway and interchange design, and mass transit systems such as light rail and bus rapid transit. Chris also has demonstrated experience managing multidisciplinary teams to deliver complex projects. He has a particular focus on the delivery of transit systems and is an acknowledged expert in the dynamics of buses docking at transit stations and rapid transit stops.

Name of firm (only if sub):

Role on potential project assignments:
Oregon PE in Responsible Charge

Years of experience in proposed role: 16

List Active Certification(s), Certification Number(s):

- Professional Civil Engineer: Oregon, 2000 (53152PE); Washington, 2005 (41632)

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

Gateway EmX Corridor Final Design and Construction Administration, Springfield, Oregon: Deputy project manager, lead designer, and design coordinator for the 6- mile, $40 million expansion of the bus rapid transit (BRT) system in Springfield. To accommodate BRT lanes, Chris oversaw the design to widen Pioneer Parkway, a state highway and arterial. The project also required design of stations on a number of other arterial roadways within Springfield. Chris also focused the team of engineers and architects to deliver the project design on time. Chris is presently overseeing the construction phase of the work as the project resident engineer. The Gateway extension opened for service in January 2011.

Columbia River Crossing Study, Portland, Oregon to Vancouver, Washington: Senior engineer who developed design criteria and interstate highway design alternatives, including horizontal and vertical alignments for the interstate mainline, interchanges, and cross streets. He supported the high-capacity transit (HCT) team by helping develop BRT and light rail transit (LRT) alignment concepts. This project covers five miles of I-5 through Portland and Vancouver. It includes alternatives analysis and environmental impact statement (EIS) development for a new major bridge over the Columbia River, interstate highway corridor improvements, concept design of eight interchanges, and HCT integration.

Eugene Transit Center, Eugene, Oregon: Providing construction support services for a new $12 million central transit station covering a city block in downtown Eugene. Chris responds to requests for information from the station's architect and performs minor redesign work as required. This station will accommodate 20 bus-boarding positions with independent arrivals and departures.

SMART Maintenance Facility, Wilsonville, Oregon: Parsons Brinckerhoff's project manager, as a subconsultant to the architect, for the construction of a new bus maintenance facility for Wilsonville's SMART transit system. Chris managed and personally completed a large part of the site design which included parking lots for employees and the buses, utility service connections, extension of a public waterline across the site, stormwater management, site grading, and miscellaneous frontage improvements in the public right-of-way. The $4 million project is in construction and expected to open for use in fall 2012.

Key Staff Resumes for CA/CEI Services

Proposing Firm Name: Parsons Brinckerhoff, Inc.; RFP #: 25134
RFP Title: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects

Name & Title:

Mike Miotke, PE, Senior Bridge Engineer

Mike Miotke is a civil engineer with seven years of structural design experience. He specializes in structural applications for bridges, highways and transit and has experience in many phases of project development and implementation. His technical experience focuses on structural design and analysis, development of final design plans, specifications and cost estimates (PS&E), design support during construction, construction inspection and construction management support. He has considerable experience with the current AASHTO LRFD and ODOT BDDM, and structural analysis software such as BRASS, LARSA 4D and SAP2000.

Name of firm (only if sub):

Role on potential project assignments:

Oregon PE in Responsible Charge, ODOT-Certified Inspector; Resident Engineer

Years of experience in proposed role: 7

List Active Certification(s), Certification Number(s):

- Professional Civil Engineer: Professional Civil Engineer: Oregon, 2009 (74415PE)
- ODOT Certified Inspector (#43434) for: general construction, bridge construction

PREVIOUS ROLE(S) ON RELEVANT PROJECTS:

BNSF/City of Vancouver Waterfront Access Project, Vancouver, Washington: Provided construction management support for a BNSF railroad construction project in Vancouver. The project realigned the rail lines in order to improve rail mobility for the BNSF and Port of Vancouver and provide access to the waterfront for future development.

U.S. 26/NW Bethany Blvd. Project, Beaverton, Oregon: Lead designer of substructure and foundation for the widened portion of the Bethany Blvd. Bridge, a 260-foot- long, two-span continuous superstructure supported by a single column intermediate bent and pedestal abutments all on steel pile foundations. The bridge widening is a key element to widening Bethany Boulevard from Cornell Rd. to West Union Rd.

Lane Transit District, Gateway EmX Bus Rapid Transit (BRT) Project, Springfield, Oregon: Lead design engineer for the Pioneer Parkway SCS Channel #6 bridge, providing type, size and location (TS&L) recommendations; structural design calculations; contract plans, quantity calculations; and an engineer's estimate. Provided bride construction inspection for both the new bridge and the widening of the Floodway Ditch, Hwy 228 NB Bridge, ODOT bridge #09193A.

OBDP/ODOT, Bundle 510, Oregon: Design engineer providing structural design calculations, contract drawings and construction cost estimate for seismic retrofit of a three-span steel girder bridge.