

## 2.2.1 UNDERSTANDING OF REQUESTED SERVICES

The Oregon Department of Transportation (ODOT, Agency), on behalf of Local Public Agencies (LPA's) throughout the State, is seeking approximately 7 to 10 multiple personal/professional services consultants to provide a broad range of on-call engineering, land surveying, and related services (A&E Services) for preliminary and construction engineering necessary to design and assure delivery of transportation-related projects with minimal oversight and involvement from the LPA's.

Major types of activities anticipated and A&E Services required are as follows and is also listed in detail in the RFP, Exhibit A-Scope of Services:

| <b>Preliminary Engineering</b>          | <b>Construction Engineering</b>                  |
|---|--|
| » Project coordination and management   | » Bid evaluations assistance                     |
| » Field survey and mapping              | » Cost data preparations                         |
| » Geotechnical investigation and report | » Project management and contract administration |
| » Hydraulic studies and report          | » Construction monitoring and inspection         |
| » Utility coordination                  | » Quality and quantity assurance                 |
| » Storm water management design         | » Respond to request-for-informations            |
| » Environmental documentation           | » Review shop drawings and submittals            |
| » Hazardous Materials Assessment        | » Design services during construction            |
| » Acquire permits                       | » Right-of-way monumentations                    |
| » Public involvement/information        | » As-constructed drawings                        |
| » Right-of-way acquisition              | » Load ratings                                   |
| » Roadway design                        |  |
| » Bridge design                         |  |
| » Traffic design                        |  |
| » Landscape design                      |  |
| » Preparation of DAP                    |  |
| » Plans, specifications, and estimate   |  |
| » Bid assistance                        |  |

The services requested will be applied to approved LPA projects included in, added to, and assigned under the 2008-2011 Statewide Transportation Improvement Plan (STIP) and potentially the 2010-2013 STIP. These projects will include federally funded projects and, at ODOT's sole discretion and approval, may include state funded or local-agency funded projects. The following table summarizes the types of LPA projects included in the STIP.

|  | <b>Project Type</b>                                   | <b>Description</b>   |   |
|--|---|--|---|
| <b>Federal Funds</b>                                 | <b>Surface Transportation Program (STP)</b>           | Projects to improve highways, bridges, or transit systems  |   |
|  | <b>Highway Bridge Program (HBP)</b>                   | Projects to rehabilitate or replace deficient bridges  |   |
|  | <b>Congestion Management &amp; Air Quality (CMAQ)</b> | Projects to attain a national ambient air quality standard   |   |
|  | <b>Transportation Enhancement (TE)</b>                | Projects to strengthen the cultural, aesthetic, or environmental value of our transportation system  |   |
|  | <b>High Risk Rural Roads (HRRR)</b>                   | Projects to provide safety improvement on rural roads and significant reduction in traffic fatalities and serious injuries   |   |
|  | <b>Discretionary</b>                                  | <b>Scenic Byways Program</b>   | Projects to enhance our scenic byways   |
|  |   | <b>Emergency Relief</b>  | Projects to repair or replace damage caused by natural disaster or catastrophic failure     |
|  |   | <b>Covered Bridge</b>  | Projects to preserve the historic significance of covered bridges                           |
|  |   | <b>Earmarks</b>  | Special congressional earmark projects  |
|  | <b>State Funds</b>                                    | <b>Metropolitan Planning</b>   | Projects to develop long-range transportation plans and transportation improvement programs |
| <b>American Reinvestment and Recovery Act (ARRA)</b> |   | Projects to stimulate the economy in the short term and ensure long-term economic health   |   |
| <b>Oregon Transportation Investment Act (OTIA)</b>   |   | Projects to provide a boost to the state's economy, ensure efficient delivery routes for products and services, and help solve city and county transportation challenges |   |
| <b>HB 2001</b>                                       |   | Projects to create jobs and improve infrastructure for freight, commerce, and goods.   |   |
| <b>Connect Oregon</b>                                |   | Projects to improve Oregon's transportation system through multimodal investments, other than highway  |   |

Otak has gained special understanding of these federal-aid projects as we have developed numerous projects for all five regions. See Table 7—Similar Projects within the Last 3 Years, starting on pg. 9.

Below are key points of understanding to successfully develop these projects:

|   |   |
|---|---|
| <b>Funding Limitations</b>  | Federal-Aid and other sources of funding have limitations on what will be determined as “participating” and able to be funded by different programs. An example is that HBP funding specifically limits the project elements that can be funded using federal monies. |
| <b>Federal-Aid vs. LPA standards</b>                                  | The use of Federal-Aid funds also requires conformance with applicable ODOT standards and AASHTO guidelines.  |
| <b>Communication with agencies, the public and other stakeholders</b> | Communication between ODOT, the Local Agency, and Otak has been a key element of project success. Otak prepares monthly progress reports and copies both ODOT and the Local Agency to ensure that each party is receiving the most up-to-date information.            |
| <b>Compliance with local, state, and Federal laws</b>                 | The use of Federal funds can trigger more restrictive construction material sources, additional environmental permitting requirements, and additional requirements for right-of-way acquisition and utility relocations.  |
| <b>Meeting the needs of ODOT and its partner LPA's with cost</b>      | Effective design, accurate project documents, and effective project delivery — Programmatically funded projects are often limited in the amount of funds authorized for the project and additional funds are not available.   |
| <b>Local Area Understanding</b>                                       | Understanding of the requirements and level of effort required between various projects throughout the state, such as an urban area like Portland Metro area and a rural area like eastern Oregon.  |

“They have a lot of experience working with communities in Oregon and we like that they are sensitive to community issues.”  
 -Anita Yap, City of Damascus

**BENEFIT TO THE AGENCY**

- Otak has worked on both current and previous ODOT Local Agency On-Call contracts and has a clear understanding of the ODOT, LPA, and other stakeholders’ needs to efficiently develop projects.
- Otak is also on the current ODOT discipline specific, full service, surveying, and planning on-call contracts and has a clear understanding of ODOT and state and federal requirements.
- Otak is currently the sole consultant on the ODOT Local Agency

Scoping On-Call contract to develop scoping documents for consideration for funding and inclusion to the STIP.

- Otak is one of two consultants selected to provide proprietary retaining wall reviews for ODOT Geo-Environmental Section and has a clear understanding of their requirements.
- Several key Otak staff have previously worked for ODOT with institutional knowledge and working relationship with ODOT staff. Key Staff include:
  - In-Tae Lee, PE, SE – 17 years with ODOT Bridge Engineering Section as Structural Managing Engineer, Bridge Engineer, and Structural Inspector. As a Price Agreement (PA) and Work Order Contract (WOC) manager, In-Tae will be the point of contact for all WOC’s and will assure all WOC managers understand ODOT’s requirements and processes.
  - Ron Jee, PE – 22 years with ODOT Bridge Engineering Section as Structural Managing Engineer, Bridge Engineer, and Structural Inspector. As the quality manager and the co-author of Otak’s QA/QC Guidelines, Ron will assure all documents and deliverables are thoroughly QC reviewed.
  - Ken Karnosh, PE – 30 years with ODOT Construction Section. Ken is very familiar with ODOT contract requirements as he wrote many of the manual and policy sections while with ODOT.
  - Ken Norton – 19 years with ODOT Region 3, including 10 years as Local Agency Liaison. Clear understanding of funding limitations and close working relationship with ODOT and local agencies.
  - Tom Garner – 17 years with ODOT as Construction Project Manager.
- All Otak WOC Managers have gone through the internal training of the LAG Manual and have a clear understanding of the requirements and processes.
- Our WOC Managers have periodically taken the Local Agency project development training offered by ODOT.
- Otak is an Oregon based firm with nearly 200 employees based in Lake Oswego, Bend, and Gearhart offices, and continued partnership with ODOT and local agencies will stimulate the Oregon economy.

**Benefit to the Agency:**  
 Otak recently completed project scoping for ODOT Local Government to scope 2012-2013 HBP & TE projects. ODOT also expressed intent to have Otak scope 2014-2015 projects.

## 2.2.2 PROPOSER'S PROJECT MANAGEMENT MANAGEMENT AND ORGANIZATIONAL STRUCTURE & HOW ORGANIZATIONAL STRUCTURE AIDS DELIVERY OF PROJECT SERVICES

Otak's client centered focus guides our organizational and management structure. Our organizational structure features three specific, client centered groups: Transportation, Water Resources, and Landscape Architecture and Urban Design. Each group focuses on the specific needs of their respective clients, while assisting the other groups in delivering multi-discipline projects. Projects initiated through On-Call agreements require quick response and our distinct structure allows us to mobilize quickly to develop scope and fee estimates which serve as the basis for each Work Order Contract (WOC).

Mike Peebles will serve as Principal-In-Charge (PIC) and In-Tae Lee will serve as Price Agreement (PA) Manager for this On-Call Contract. Mike's role on the project team is ensuring the proper level of resources is available for each project and that the client receives outstanding customer service and responsiveness. In-Tae organizes the pursuit of all projects issued under the Tier 2 process. In-Tae's involvement provides four distinct benefits for Local Agencies utilizing this On-Call solicitation:

- Single point-of-contact for WOC assignments and immediate response
- Outstanding customer service and responsiveness
- Appropriate levels of qualified managers/task leads, professional, technical, and administrative support staff
- Seamless transfer of project development information from design to construction phase

The individual WOC managers shown in the org chart have been selected based on their expertise and experience leading multi-discipline teams on Local Agency projects with ODOT oversight. Our team of WOC managers has depth and breadth of experience to handle any projects issued under this On-Call agreement. The WOC manager is empowered to lead the project from the outset by selecting team members based on expertise and familiarity with the project location and client. Senior technical staff are assigned to the project for the duration and are responsible for delivering specific project elements. This holds true for both internal staff and subconsultants.

The same process is followed in selecting staff for the CE phase. Key staff are selected based on expertise and experience concerning inspection, material testing, quantity and quality control/documentation, and technical consultation/review and design. The WOC manager continues in an oversight role during the CE phase providing continuity in the project knowledge and issues during the construction process. The Construction Manager supervises and

executes all day-to-day CE tasks. In-Tae and Mike continually review and track team performance and check in with ODOT and the Local Agency to obtain project feedback. Otak is focused on developing and completing projects that meet our clients' needs and with quality they can trust.

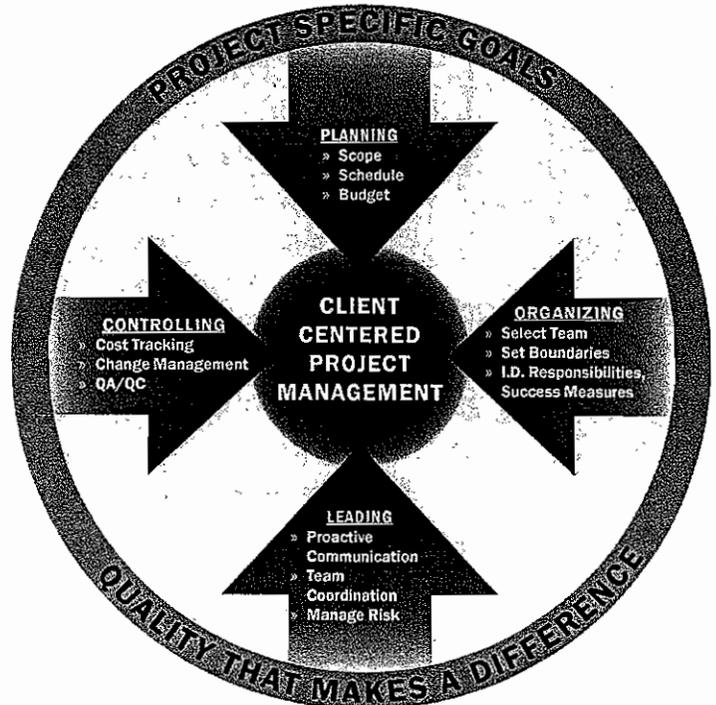


Figure 1—Client Centered Project Management Structure

*Benefit to the Agency:*  
 Otak understands our client's needs and specifically structures project teams to deliver quality and cost effective projects

## TEAM BRANCH AND SATELLITE OFFICES AND SERVICES

Otak's offices are strategically located throughout the State to deliver projects for a wide range of local agencies. Anchored by our corporate office in Lake Oswego, we provide project management, surveying, planning, bridge and structure design, civil design, urban design, landscape architecture, hydraulics and hydrology, stream restoration, utility design, construction management and inspection. Our satellite offices in Bend and Gearhart, OR combined with our office in Vancouver, WA and extensive team of subconsultants provide unparalleled depth of staff and expertise to deliver projects for local agencies in the State. The table on the next page presents our team office locations and the services provided within those offices. Our statewide capacity and expertise is discussed further in Section 2.2.4 *Proposer's Capabilities*.

Table 4—TEAM OFFICE LOCATIONS AND SERVICES

| Firm                             | Location             | Services   |
|----------------------------------|----------------------|--|
| Otak, Inc.                       | Lake Oswego          | Project Management, Roadway Design, Bridge Design, Water Resources, Utility Coordination, Surveying, Landscape Architecture, Public Involvement, Transportation Planning, GIS, Visualization, Construction Administration, Inspection, Documentation |
|                                  | Bend                 | Project Management, Roadway Design, Water Resources, Utility Coordination, Surveying, Construction Inspection  |
|                                  | Gearhart             | Project Management, Roadway Design, Utility Coordination, Surveying, Construction Inspection   |
|                                  | Vancouver, WA        | Project Management, Roadway Design, Water Resources, Utility Coordination, Landscape Architecture  |
| AINW                             | Portland             | Cultural Resources   |
| Anderson-Perry                   | La Grande            | Surveying, Roadway Design, Utility Coordination, Bridge Design   |
| CMTS                             | Portland             | Construction Inspection/Documentation  |
| Cornforth Consultants            | Portland             | Geotechnical, Hazardous Materials  |
| Dave Place                       | Bend                 | Construction Consultation  |
| DKS                              | Portland             | Traffic Engineering, Illumination/Signalization  |
| ES&A                             | Portland             | Environmental Permitting and Documentation   |
| FEI Testing & Inspection         | Corvallis            | Construction Quality Testing   |
| Ferguson Surveying & Engineering | Mt. Vernon           | Surveying, Utility Coordination  |
| Foundation Engineering           | Corvallis, Beaverton | Geotechnical, Hazardous Materials  |
| Hardey Engineering               | Medford              | Surveying, Utility Coordination  |
| HRA                              | Eugene               | Cultural Resources   |
| i.e. Engineering                 | Roseburg             | Surveying, Utility Coordination  |
| JLA                              | Portland             | Public Involvement   |
| KEA                              | Tigard               | Construction Engineering/QCCS  |
| Kittelson                        | Portland, Bend       | Traffic Engineering, Illumination, Signalization   |

Table 4—TEAM OFFICE LOCATIONS AND SERVICES

| Firm                     | Location    | Services                                   |
|--------------------------|-------------|--|
| Kleinfelder              | Bend        | Geotechnical, Hazardous Materials          |
| MB&G                     | Portland    | Environmental Documentation and Permitting |
| Michael Minor            | Portland    | Air/Noise                                  |
| Pacific Habitat Services | Wilsonville | Environmental Documentation and Permitting |
| Parsons Brinckerhoff     | Portland    | Specialty Bridge Engineering               |
| Reyes Engineering        | Portland    | Illumination                               |
| ROWA                     | Beaverton   | Right-of-Way                               |
| Shannon & Wilson         | Portland    | Geotechnical, Hazardous Materials          |
| UFS                      | Salem       | Right-of-Way                               |
| Wannamaker Consulting    | Portland    | NEPA                                       |
| Wiser Rail               | Portland    | Rail Coordination                          |

Otak's office locations and depth of resources delivers excellent projects across the entire State of Oregon.

**HOW SUBCONTRACTORS WILL BE SELECTED, UTILIZED, AND MANAGED TO COMPLETE THE PROJECTS**

Otak's strong relationship with a wide variety of subcontractors across virtually the entire state allows us to provide expert services across a broad geographic and technical spectrum. We have included multiple subcontractors for each discipline to provide additional depth and flexibility to address any assignment. Otak will utilize DBE/MWESB firms where their involvement provides benefit to the project. The PIC, PA Manager, and the WOC Manager will select the most qualified and experienced subcontractors based on:

- Expertise required
- Experience and qualifications with similar projects, ODOT, stakeholders, and similar locations
- Current project workload and availability
- DBE/MWESB status
- Cost effectiveness
- Office location(s)

Subcontractors are completely integrated into the project team, including weekly team meetings, schedule responsibilities, managed deliverables and quality control reviews. Subcontractors are held to the same level of accountability as internal disciplines allowing

project development to proceed smoothly and efficiently. Team work sessions integrate all disciplines, including subcontracted disciplines, and proactively address issues and develop solutions. When necessary, subcontractors also attend project meetings with the team, client, and stakeholders.

Also shown in Section 2.2.5 Figure 6 is an organization chart showing Otak and subconsultant key team members and their proposed role/discipline.

*Benefit to the Agency*  
Otak's experience and working relationship with subcontractors provides unparalleled depth and breadth of experience for Local Agency Projects

### **METHODS OF COORDINATING AND EXPEDITING PROJECT ELEMENTS TO MEET DELIVERY SCHEDULE**

Otak utilizes a proactive approach to coordinating and expediting project elements to meet schedules. Using an integrated project schedule, we evaluate each project task for ways of reducing delivery time including flow-down review of supportive tasks. Otak accomplishes this by:

#### **PARTNERING**

Otak takes a proactive approach with each of our clients on their projects. A strong working relationship built on cooperation, ethics, expertise, and experience is essential for a successful project. We view all stakeholders of a project as an important voice to be considered during project development. Besides the owner of the facility, our team routinely works with the contract agency, utility companies, regulatory agencies, affected property owners, interested citizens and community groups, tribal organizations, and construction contractors associated with the project.

#### **PROJECT GOALS AND OBJECTIVES**

Otak will work closely with the local agency and ODOT in defining the project goals and objectives. We also typically identify the design standards and criteria in attaining those goals and objectives, and keeping the team focused on efficiently designing and developing the project. Our project manager and task managers review and distribute the project criteria with the team members at the design team kick-off meeting, incorporate the criteria in the Design Acceptance/TS&L Report, and reference the criteria during the quality control reviews/design checks.

#### **PROJECT RESPONSIBILITIES**

Otak's Leadership ensures that all team members have a clear understanding of the Project's Statement of Work (SOW) and develops an appreciation for the assigned project's role in ODOT's obligations to the Oregon Transportation Commission, the State Legislature and the traveling public. With this knowledge, we focus our efforts to collaborate with ODOT and maintain our flexibility and creativity to the key challenges within each project, such as:

- Environmental Issues and Permitting Requirements
- Stakeholder concerns
- Right-of-way Acquisition(s) and Certification(s)
- Fulfilling the requirements of the funding sources

#### **COLLABORATE WITH OPEN COMMUNICATION**

Otak's partnering philosophy is that collaboration with open communication is of paramount importance for effective coordination of project issues. To fulfill this belief, all Otak Team Members are expected to:

- Proactively make full use of all modes of communication to avoid delays in decision making and project delivery
- Engage key stakeholders, utility providers, and regulatory agency(s) early in the design process to identify project issues and requirements for quick resolution
- Challenge team members to assess task/project direction in more efficient ways
- Conduct weekly technical meetings/teleconferences to discuss technical issues, progress, and coordination.
- Regularly schedule working sessions with ODOT and key stakeholders to keep all project delivery team members well informed and focused on project
- Maintain project documentation for efficient sharing of data, and project documentation

#### **SUPPORT DATA AND DELIVERABLES OF THE HIGHEST QUALITY**

Regularly scheduled QA/QC reviews for all work products are listed in all project schedules to ensure their occurrence and to enforce Otak's stringent QA/QC procedures for ODOT projects. We also conduct continuous quality reviews of each discipline's work. Otak requires all QA/QC reviews be conducted by an independent experienced senior technical reviewer who is not part of the project team.

*Benefit to the Agency*  
Otak has delivered over 40 fast-track projects in the last three years for ODOT and/or Oregon local agencies

#### **ADJUSTMENT OF SCHEDULES WHEN NEEDED**

Our team is highly-experienced and ready to assist ODOT when emergencies or accidents occur. Our experience allows us to take action and ensure bidding and construction can occur during environmental windows. Our understanding of budgetary requirements and deadlines ensure meeting funding obligations. We monitor, anticipate, and maintain schedules to avoid project delays based on an established clear, well-written statement of work (SOW). We are experienced with the ODOT project development process and in assessing how projects can be impacted with schedule changes. If schedules are impacted, Otak is experienced in developing a full range of schedule recovery options.

Our experience has taught us that close communication and collaboration with ODOT and the stakeholders is required to define how project needs are adjusted and to what extent. Working collaboratively is most important whether new tasks are added to the project or existing tasks are removed. Our team utilizes the following philosophy in managing adjustment of schedules:

- Determine the initial cause for the project adjustment
- Determine the impact of the adjustment with each design task and construction schedule
- Identify options and methods to respond to the adjustment
- Examine the project schedule to identify scheduled tasks that can be accelerated
- Establish a revised schedule for review and approval by , LPA, ODOT and stakeholders
- Ensure clear communication of the revised schedule to all team members
- Monitor and mitigate the effects of the revised schedule

Our team managers are experienced in the use of project scheduling software (MS Project, as shown in Figure 2, below) to develop and maintain timelines and critical path items, and utilize the most current version. Using these graphical tools allow immediate and visual determination of potential deviations in the project schedules. This allows for early notification to key stakeholders and timely collaborative discussion of acceptable responses.

We have numerous successes at adjusting intermediate task schedules to provide the desired overall schedule such as:

- starting preliminary designs utilizing technical memos from site investigations/studies instead of waiting for the supportive technical reports
- accelerating right-of-way clearance by diligently addressing property owner issues
- accelerating environmental clearances by providing thorough environmental documentation and discussions with regulatory agencies
- quickly resolving complex issues with work sessions involving owner and other appropriate stakeholders

| PROJECT NAME                                      | COST    | DURATION |
|---|---------|----------|
| Main St — Harwood St, Prineville                  | \$1.6M  | 10 wks   |
| 9th St — Deer St, Prineville                      | \$1.5M  | 15 wks   |
| Tumalo Cr (Shevlin Park), Bend                    | \$0.12M | 2 wks    |
| Fawcett Cr Bridge, Tillamook Co.                  | \$1.1M  | 7.5 mos  |
| US395: N Fk John Day R Br, Umatilla Co            | \$4.1M  | 12 wks   |
| US395: Camas Cr Br, Umatilla Co                   | \$3.8M  | 12 wks   |
| OR19: John Day R Br, Grant Co                     | \$3.6M  | 12 wks   |
| 1st St & Main Ave Sidewalks & Bike Lanes, Irrigon | \$1.3M  | 4 wks    |

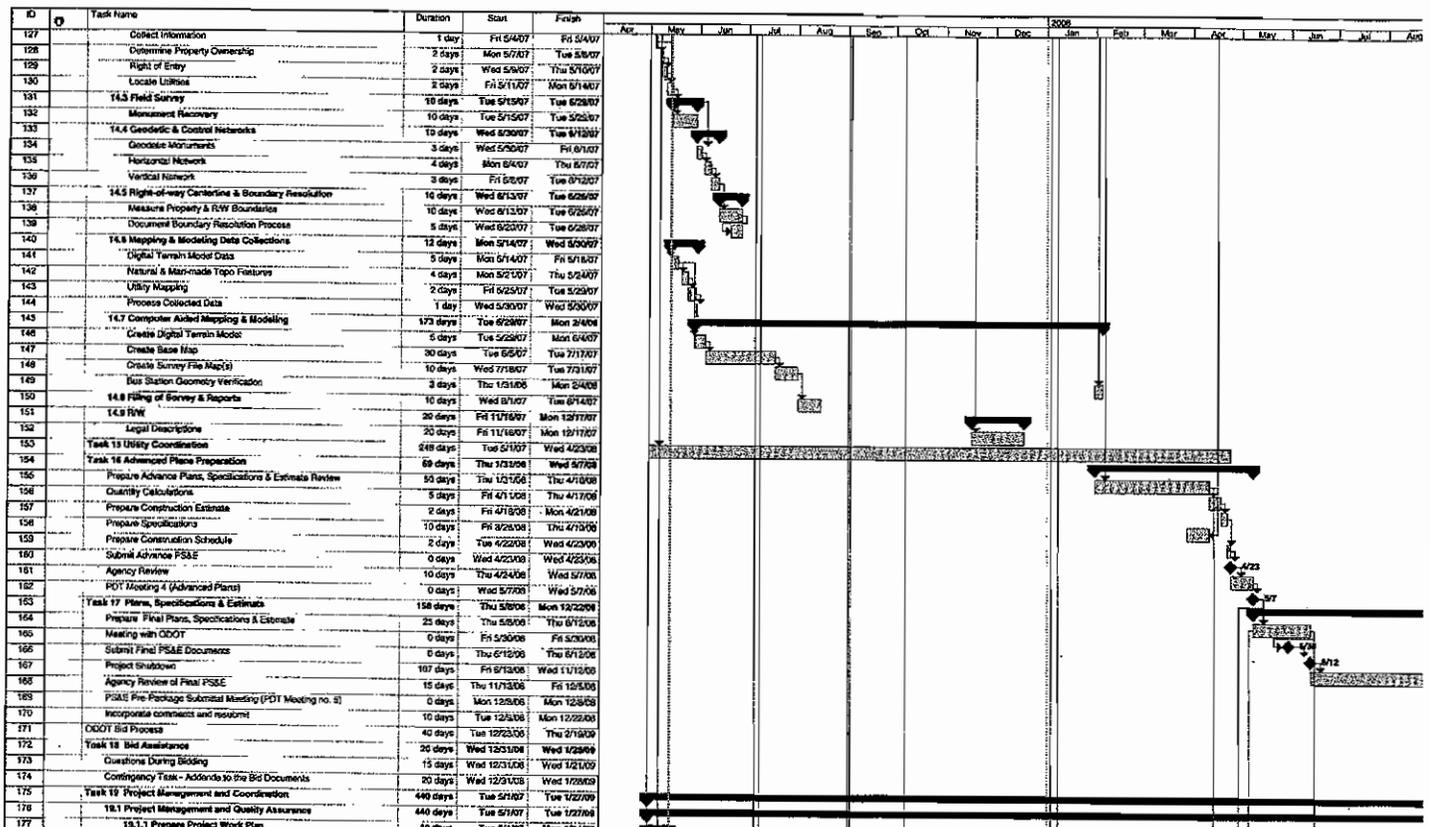


Figure 2—Typical Project Schedule - Page 3 of a multi-page schedule

## ADJUSTMENT OF LEVEL OF EFFORT TO MEET SCHEDULE AND BUDGET

Otak is known for innovation and has deep company resources to focus on any project situation. With approximately 400 Otak employees and over 2000 additional staff through our team subconsultants with a wide range of technical disciplines, we are dedicated to keeping our ODOT commitments and will devote appropriate resources needed to keep the assigned project on schedule and within budget. We match up the staff availability, required expertise, and cost-effectiveness with the assignment and budget.

Otak regularly distributes project work across all offices to utilize the proper technical expertise, maintain high cost-effectiveness, and achieve project deadlines. Otak's established business systems and stable electronic equipment has supported multiple offices working on the same project for the past five years. Weekly staffing meetings identify projects needing additional personnel and over-staffed projects in a continual process to properly manage available staff and capability. Balancing of staff is performed each week. In addition, our staff is available to work extra time to meet project commitments, and our exempt staff are not paid overtime.

Our Team utilizes the following philosophy in managing adjustments to our level of effort within the stated budget:

- Available depth of staff expertise
- Assign tasks to appropriate staff
- Standardize design activities and details
- Continually communicate with ODOT to confirm task expectations
- Continually evaluate the proper level and cost of resources required to complete a particular task item
- Monitor task activities for meeting statement-of-work, and project criteria
- Identify and prioritize critical path items
- Maintain schedule of "task under-runs" for use in managing schedule impacts

*Benefit to the Agency*

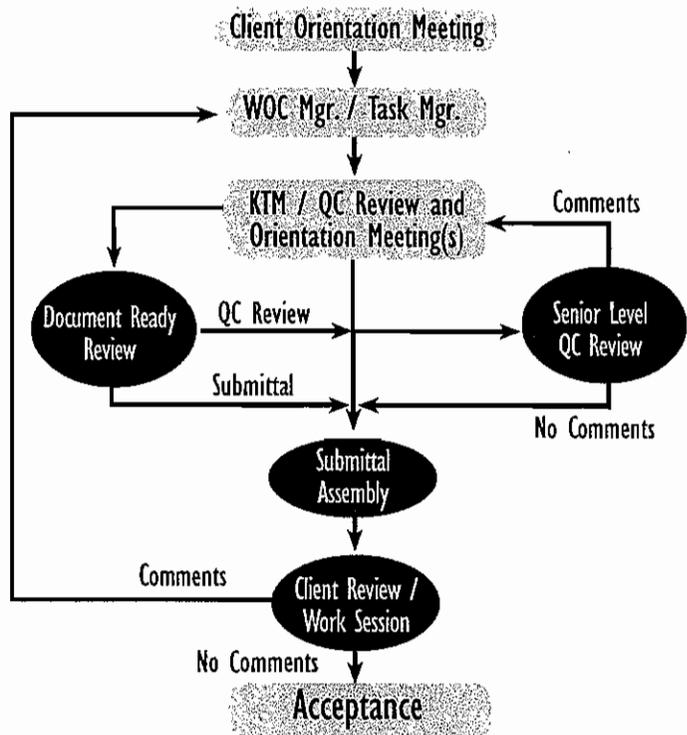
Otak Work Order Contract Managers have the project and people management skills to focus the team to the most efficient design in meeting the project goals and objectives. It is Otak's policy to have our WOC Managers be well-trained and experienced in project management, contract, schedule, and budget requirements.

## QUALITY CONTROL PROCEDURES FOR PE AND CE PRELIMINARY ENGINEERING

Otak is focused on our role and responsibilities in delivering the highest quality engineering services. Our internal QA/QC procedures and policies are a concise systematic means to help each staff fulfill their responsibilities to our clients. These procedures and policies are understood and accepted by each team member from principal-in-charge to project assistant, for Otak and its subconsultants. In addition to Otak's commitment to quality, each person takes personal responsibility for what they do and how they do it.

The Otak Team builds quality into each phase of a project, from contract development, design, construction, and closeout. Otak's generic QA/QC Plan is on file with ODOT and is tailored to meet the requirements of each specific client and project. The general process applies to any of our team's work, such as reports, calculations, plans, specifications, and estimates. The flow chart (figure 3, below) summarizes our QA/QC process and the key elements for the PE phase are detailed in Table 6, starting on the following page.

Figure 3—QC PROCEDURES FLOW CHART



**Table 6—P.E. QUALITY CONTROL PROCEDURES**

| QC Issues                                  | Highlights  |
|--|---|
| <b>Client Orientation Meeting</b>          | <ul style="list-style-type: none"> <li>» Within one week of NTP, Work Order Contract Manager (WOCM) &amp; Key Team Members (KTMs) meet</li> <li>» Review project requirements for assumptions, roles, tasks, schedule, budget, project issues, and client expectations</li> </ul>                   |
| <b>Design Team Orientation Meeting</b>     | <ul style="list-style-type: none"> <li>» Within 5 days of Client Orientation Meeting, WOCM &amp; Design Team reviews project requirements</li> <li>» Identify KTMs and staff to form Project Development Subteam (PDS)</li> <li>» PDS performs design, drafting, and QC technical checks</li> </ul> |
| <b>Deliverable Ready Review</b>            | <ul style="list-style-type: none"> <li>» QC Review per deliverable schedule</li> <li>» WOCM monitors QC document status</li> <li>» WOCM submits Ready QC Document to QC Senior Review Team (QC SRT)</li> </ul>  |
| <b>QC Review Meeting</b>                   | <ul style="list-style-type: none"> <li>» QC SRT meets with WOCM and KTMs to review QC comments</li> </ul>   |
| <b>Review Comments Disposition</b>         | <ul style="list-style-type: none"> <li>» PDS resolves QC comments</li> <li>» PDS makes the appropriate changes</li> <li>» Updated Review Ready document and Comment Log resubmitted to QC SRT for back-checking</li> </ul>  |
| <b>Assembly of Total Submittal Package</b> | <ul style="list-style-type: none"> <li>» QC SRT accepts the document for submittal to client</li> <li>» Project Assistant assembles the submittal package</li> </ul>  |
| <b>QC Submittal Package</b>                | <ul style="list-style-type: none"> <li>» WOCM or delegated representative performs QC of the package prior to submittal to client</li> </ul>  |
| <b>Client Review</b>                       | <ul style="list-style-type: none"> <li>» Client review comments are returned to WOCM</li> <li>» Client input received as to submittal acceptance or resubmittal</li> </ul>  |
| <b>WOCM/KTMs Meeting</b>                   | <ul style="list-style-type: none"> <li>» WOCM shares client comments with KTMs, as well as schedule for corrections</li> <li>» WOCM informs KTMs if submittal accepted or resubmittal necessary</li> </ul>  |
| <b>Disposition of Client Comments</b>      | <ul style="list-style-type: none"> <li>» KTMs resolve client comments with PDS</li> <li>» Follow-up action for document corrections and disposition of comments are discussed</li> </ul>  |
| <b>Resubmittal</b>                         | <ul style="list-style-type: none"> <li>» Changes to documents cycle through project development and QC process again until acceptable for resubmittal to client</li> </ul>  |

**CONSTRUCTION ENGINEERING**

For construction administration contracts, Otak utilizes a Construction Manager (CM) to oversee the quality control during construction, as highlighted in the following table. The CM will utilize qualified individuals to implement the required QC tasks. Our team consists of the ODOT certified inspectors and technicians necessary for the construction engineering responsibilities.

**Table 7—C.E. QUALITY CONTROL PROCEDURES**

| QC Issues  | Highlights   |
|--|--|
| <b>Establish Filing System</b>   | <ul style="list-style-type: none"> <li>» Organize &amp; Log project documentation</li> </ul>   |
| <b>Certified Construction Inspectors</b>   | <ul style="list-style-type: none"> <li>» Utilize inspectors certified specifically for the specialty areas of construction</li> <li>» Technical references are ODOT Construction Manual and Inspector's Manual</li> </ul>  |
| <b>Quality Control Compliance Specialist (QCCS)</b>  | <ul style="list-style-type: none"> <li>» QCCS and staff keep proper quality and quantity documentation for progress and final estimates</li> </ul>   |
| <b>Certified Technicians for Material Sampling, Testing, Mix Design, Placement, &amp; Production</b> | <ul style="list-style-type: none"> <li>» Confirm proper ODOT certifications and procedures performed</li> </ul>  |
| <b>Verification Quality Assurance Testing</b>  | <ul style="list-style-type: none"> <li>» Performed by ODOT certified staff or representative(s)</li> </ul>   |
| <b>List of Required Project Documents</b>  | <ul style="list-style-type: none"> <li>» Items such as schedule, subcontract, traffic control plan, erosion control monitoring reports, pollution control plan, quality material &amp; testing data, and labor compliance documents and distribute list to Contractor</li> </ul> |
| <b>Engineer of Record Support</b>  | <ul style="list-style-type: none"> <li>» EOR and design staff to review all technical submittals and survey data, resolve design issues, approved design changes, and perform design services</li> </ul>   |
| <b>Breakdown of Lump Sum Pay Items</b>   | <ul style="list-style-type: none"> <li>» Develop with Contractor for partial pay of LS items on progress estimate</li> </ul>   |
| <b>Audits of Quality and Quantity Documentation</b>  | <ul style="list-style-type: none"> <li>» Performed by ODOT Regional Assurance Specialist on periodic basis such as quarterly</li> </ul>  |
| <b>Final Project Documentation</b>   | <ul style="list-style-type: none"> <li>» Documentation that supports final quantities and quality to be submitted to ODOT at end of project</li> </ul>   |

“Otak’s construction management staff is ‘on top’ of issues in the field and work with the Contractor and the County to resolve issues at the lowest level.” -Liane Welch, PE, Tillamook County

The success of Otak's quality of work is demonstrated in client satisfaction and in the fact that 75 percent of our work is from repeat clients. Many clients have worked with Otak since its founding in 1981. Otak has successfully worked with ODOT for over 15 years.

Otak's quality is further demonstrated by the numerous design awards for ODOT and Oregon local agency projects. Recent special recognition earned by Otak project teams, are listed in Section 2.2.3 *General Qualifications*.

### 2.2.3 GENERAL QUALIFICATIONS QUALIFICATIONS AND PROFICIENCIES

Since 1981, Otak has built a reputation based on creativity, integrity and skill – strengthening our communities, performing exciting work, and serving our clients. This philosophy, coupled with the energy and passion of our professional staff, has produced an award-winning engineering, planning, and design firm committed to collaborative success. Otak is a full-service Oregon based firm with nearly 400 diverse multi-disciplinary staff. Otak key staff have worked on over 1,000 transportation projects including local, state and federal-aid projects throughout Oregon. Otak's performance and proficiencies have been recognized by our clients and professional organizations with numerous awards. Just this year, Otak has received eight different awards and, historically, has won numerous awards annually for the quality of projects, as shown in below:

- Cedar Creek Culvert Replacement with Bridge – Oregon APWA – *Public Project of the (2009) Year*
- Diamond Creek Bridge – *2009 ACEC Honor Award*
- South Waterfront, Central District -- *2009 Project of Distinction for ULI Oregon/SW Washington's Second Annual Awards for Environmental*

- Klinline Bridge #1 Stream Restoration – *2009 ACEC Oregon Honor Award*
- OHSU Stormwater Management Plan – *2009 ACEC Oregon Honor Award*
- Battle Ground Village – *2009 Portland Daily Journal of Commerce Top Project, Finalist*
- Old Redmond Road Improvements – *2009 ACEC Washington Engineering Excellence Bronze Award*
- I-84 Corridor Study – Columbia River Gorge Design Guidelines – *2007 ACEC National Recognition Award*
- Oleson Road – *2009 Portland DJC Top PW/Transportation Project – First Place*

Otak's diverse array of skills and proficiencies are shown in the following section that details our project experience. Otak's unique blend of in-house talent—roadway designers, bridge designers, utility designers, landscape architects, surveyors, planners and urban designers, water resource engineers, GIS and visualization specialists, and construction administration—match us well with the diverse demands of ODOT Local Agency work orders throughout the State. We are experienced, skilled, and ready to work on local agency projects.

### COMPARABLE PROJECTS AND CONTRACT SERVICES PERFORMED WITHIN THE LAST 3 YEARS

Otak has successfully completed a wide variety of transportation projects comparable to the requested services throughout the state. Table 7, starting below, shows selected project experience within the last 3-years.

| Project Name  | Type | Client | Services           |                                 |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      | Quality            |                             |                              |                          |                   |                       |                     |   |
|---|------|--------|--------------------|---------------------------------|---------------------------|--------------------------|----------------------------|--------------------|---------------------|--------------------------|------------------|--------------------------------|---------------------|--------------|------|--------------------|-----------------------------|------------------------------|--------------------------|-------------------|-----------------------|---------------------|---|
|   |      |        | Project Management | Prospectus Preparation/Planning | Field Surveying & Mapping | Geotechnical Engineering | Water Resource Engineering | Preliminary Design | Hazardous Materials | Environmental Compliance | Traffic Analysis | Public Involvement/Information | Permit Applications | Right-of-Way | PS&E | Bidding Assistance | Construction Administration | Quality & Quantity Assurance | Construction Engineering | Construction Cost | Met Original Schedule | Met Original Budget |   |
| <b>ODOT REGION I</b> (* - work performed by Otak, ✓ - work performed by subconsultants) |      |        |                    |                                 |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   |                       |                     |   |
| ODOT Region I Scoping   | V    | O      | *                  | *                               |                           | ✓                        | *                          |                    | *                   | *                        | *                |                                |                     | *            |      |                    |                             |                              |                          |                   | N/A                   | *                   | * |
| Multorpor Drive Bridge  | HBP  | L      |                    |                                 |                           |                          |                            | *                  |                     |                          |                  |                                |                     |              | *    |                    |                             |                              |                          |                   | \$4M                  | *                   | * |
| Lake Rd: Oatfield to W.E. Lane  | S    | LO     | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | *                | ✓                              | ✓                   | *            | *    |                    |                             |                              |                          |                   | \$3.2M                | *                   | * |
| I-205 SB Off Ramp   | M    | L      | *                  |                                 |                           | ✓                        |                            | *                  |                     |                          |                  |                                |                     | *            | *    |                    |                             |                              |                          |                   | \$358K                | *                   | * |
| Sandy River (Teneyck Rd.) Br VE   | OB   | L      | *                  | *                               |                           | ✓                        |                            | *                  |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   | \$2.9M                | *                   | * |

|                          |                                 |
|--------------------------|---------------------------------|
| <b>KEY:</b>              |                                 |
| <b>TYPE:</b>             | SP - Stimulus Project (ARRA)    |
| CB - Covered Bridge      | TE - Transportation Enhancement |
| EM - Earmark             | Tr - Transit                    |
| ER - Emergency Relief    | U - Utility                     |
| HBP - Hwy Bridge Program | V - Various                     |
| L - Local Agency Project |                                 |
| M - Modernization        | <b>CLIENT:</b>                  |
| Ma - Maintenance         | L - Local Agency                |
| OB - OTR Bridge          | LO - Local Agency/ODOT          |
| S - Safety               | O - ODOT                        |

Table 7—SIMILAR PROJECTS WITHIN LAST THREE YEARS

| Project Name   | Type   | Client | Project Management | Prospectus Preparation/Planning | Field Surveying & Mapping | Geotechnical Engineering | Water Resource Engineering | Preliminary Design | Hazardous Materials | Environmental Compliance | Traffic Analysis | Public Involvement/Information | Permit Applications | Right-of-Way | PS&E | Bidding Assistance | Construction Administration | Quality & Quantity Assurance | Construction Engineering | Construction Cost | Met Original Schedule | Met Original budget | Quality |  |
|--|--------|--------|--------------------|---------------------------------|---------------------------|--------------------------|----------------------------|--------------------|---------------------|--------------------------|------------------|--------------------------------|---------------------|--------------|------|--------------------|-----------------------------|------------------------------|--------------------------|-------------------|-----------------------|---------------------|---------|--|
|  |        |        |                    |                                 |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   |                       |                     |         |  |
| Scoggins Dam Raising Feasibility   | U      | L      | *                  | *                               |                           | ✓                        | *                          | *                  |                     | ✓                        |                  |                                |                     |              |      |                    |                             |                              |                          |                   | N/A                   | *                   | *       |  |
| Sucker Crk Ped Br @ G Rogers Pk  | L      | L      | *                  |                                 | *                         |                          |                            | *                  |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   | N/A                   | *                   | *       |  |
| I-5: Wilsonville Road Interchange  | M      | LO     | *                  | *                               | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        |                  | *                              | ✓                   | ✓            | *    | *                  |                             |                              |                          |                   | \$24M                 | *                   | *       |  |
| Cedar Crk Culvert to Bridge  | I      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        |                  | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | *                 | \$2.2M                | *                   | *       |  |
| Hwy 30: Scappoose Sidewalk Imp   | SP     | L      | *                  |                                 | *                         |                          |                            | *                  |                     | *                        | *                |                                |                     |              | *    | *                  | *                           | *                            | *                        | *                 | \$175K                | *                   | *       |  |
| SW Burnham Road Improvements   | M      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              |                     | *            | *    | *                  |                             | *                            | *                        | *                 | \$4.2M                | *                   | *       |  |
| Cedar Creek Trail Feasibility Study  | L      | L      | *                  |                                 |                           |                          |                            | *                  |                     |                          |                  | *                              |                     |              |      |                    |                             |                              |                          |                   | N/A                   | *                   | *       |  |
| Southgate Park and Ride  | M      | L      | *                  |                                 | *                         | ✓                        |                            | *                  | ✓                   |                          |                  |                                | *                   |              | *    | *                  |                             |                              | *                        | *                 | \$1.5M                |                     | *       |  |
| 10th Street (Green Street)   | M      | L      | *                  |                                 | *                         |                          | *                          | *                  |                     |                          | ✓                | *                              |                     |              | *    | *                  | *                           | *                            | ✓                        |                   | \$1.6M                | *                   | *       |  |
| Rock Creek (Sconce Road) Bridge  | LB     | L      | *                  |                                 | *                         | ✓                        |                            | *                  |                     |                          | ✓                |                                | ✓                   |              | *    | *                  |                             |                              | *                        |                   | N/A                   | *                   | *       |  |
| 10th Street RR Crossing  | S      | L      | *                  |                                 | *                         |                          |                            | *                  |                     |                          | ✓                |                                |                     | *            | *    |                    |                             | *                            |                          |                   | \$60K                 | *                   | *       |  |
| SW Oleson Road Improvements  | M      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  |                     |                          | ✓                | *                              |                     | *            | *    | *                  |                             | *                            | *                        | *                 | \$14M                 | *                   | *       |  |
| Milwaukie Park and Ride  | Tr/SP  | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   |                          |                  | *                              | *                   | *            | *    | *                  |                             | *                            | *                        | *                 | \$2M                  | *                   | *       |  |
| N. Russell Street Improvements   | M      | L      | *                  |                                 | ✓                         |                          | ✓                          | *                  |                     |                          | ✓                | *                              |                     | ✓            | *    | *                  |                             | *                            | *                        | *                 | \$1M                  | *                   | *       |  |
| Halo LID Pedestrian Pathways   | TE     | L      | *                  |                                 |                           |                          | *                          | *                  |                     |                          |                  | *                              |                     | *            | *    |                    |                             | *                            |                          |                   | N/A                   | *                   | *       |  |
| SW Commercial Street Impr.   | M      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              |                     | *            | *    |                    |                             | *                            |                          |                   | N/A                   | *                   | *       |  |
| SE Sunnybrook Blvd Extension   | M      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   |                          | ✓                | *                              |                     | *            |      |                    |                             | *                            |                          |                   | N/A                   | *                   | *       |  |
| SE Harmony Road EIS  | E      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | *            |      |                    |                             | *                            |                          |                   | N/A                   | *                   | *       |  |
| ODOT REGION 2 (* - work performed by Otak, ✓ - work performed by subconsultants) |        |        |                    |                                 |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   |                       |                     |         |  |
| Lingo Slough Bridge  | OB     | O      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | *                 | \$1.6M                | *                   | *       |  |
| Hwy 214 @ Evergreen Rd Tr Fac  | M      | O      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | *                   |              | *    | *                  |                             |                              |                          |                   | \$3M                  | *                   | *       |  |
| Sharps Creek Bridge  | OB     | L      | *                  | *                               | ✓                         | ✓                        | *                          | *                  |                     | ✓                        |                  | ✓                              | ✓                   | ✓            | *    | *                  | ✓                           | *                            | *                        | *                 | \$353K                | *                   | *       |  |
| River Road Bank Repair   | Ma     | L      | *                  |                                 | *                         |                          |                            | *                  |                     | ✓                        |                  |                                | *                   |              | *    | *                  | *                           | *                            | *                        | *                 | \$95K                 | *                   | *       |  |
| P of Astoria - Ped. Access Paths   | TE, SP | O      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        |                  | *                              |                     |              | *    | *                  | *                           | *                            | *                        | *                 | \$1.5M                |                     | *       |  |
| Row River Bridge   | OB     | L      | *                  | *                               | ✓                         | ✓                        | *                          | *                  |                     | ✓                        |                  | ✓                              | ✓                   | ✓            | *    | *                  | ✓                           | *                            | *                        | *                 | \$1.1M                | *                   | *       |  |
| Austa Rvr Covered Br Truss Rehab   | CB     | L      | *                  |                                 | ✓                         |                          |                            | *                  |                     | ✓                        |                  |                                | ✓                   |              | *    |                    |                             | *                            | *                        | *                 | N/A                   | *                   | *       |  |
| Sweet Creek Retaining Wall   | L      | L      | *                  |                                 | ✓                         | ✓                        |                            | *                  |                     |                          |                  |                                |                     |              | *    |                    |                             |                              |                          |                   | \$2.7M                | *                   | *       |  |
| Green Creek Bridge   | L      | L      | *                  |                                 | ✓                         |                          |                            | *                  |                     |                          |                  |                                |                     |              | *    |                    |                             |                              |                          | *                 | \$0.1M                | *                   | *       |  |
| London Road Bridges  | OB     | L      | *                  |                                 | ✓                         | ✓                        | *                          | *                  |                     | ✓                        |                  | ✓                              | ✓                   | ✓            | *    | *                  | ✓                           | *                            | *                        | *                 | \$224K                | *                   | *       |  |
| Mill Creek (Capital St) Bridge   | OB     | LO     | *                  | *                               | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        |                  | *                              | ✓                   | ✓            | *    | *                  |                             |                              |                          |                   | \$2.8M                | *                   | *       |  |
| Biggs Road Bridge  | L      | L      | *                  |                                 | ✓                         | ✓                        |                            | *                  | ✓                   |                          |                  | ✓                              | ✓                   |              | *    | *                  | ✓                           | *                            | *                        | *                 | \$116K                | *                   | *       |  |

|                          |                                 |
|--------------------------|---------------------------------|
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| EM - Earmark             | Tr - Transit                    |
| ER - Emergency Relief    | U - Utility                     |
| HBP - Hwy Bridge Program | V - Various                     |
| L - Local Agency Project |                                 |
| M - Modernization        | <b>CLIENT:</b>                  |
| Ma - Maintenance         | L - Local Agency                |
| OB - OIA Bridge          | LO - Local Agency/ODOT          |
| S - Safety               | O - ODOT                        |

**Table 7—SIMILAR PROJECTS WITHIN LAST THREE YEARS**

| Project Name  | Type   | Client | Project Management | Prospectus Preparation/Planning | Field Surveying & Mapping | Geotechnical Engineering | Water Resource Engineering | Preliminary Design | Hazardous Materials | Environmental Compliance | Traffic Analysis | Public Involvement/Information | Permit Applications | Right-of-Way | PS&E | Bidding Assistance | Construction Administration | Quality & Quantity Assurance | Construction Engineering | Construction Cost | Met Original Schedule | Met Original Budget |
|---|--------|--------|--------------------|---------------------------------|---------------------------|--------------------------|----------------------------|--------------------|---------------------|--------------------------|------------------|--------------------------------|---------------------|--------------|------|--------------------|-----------------------------|------------------------------|--------------------------|-------------------|-----------------------|---------------------|
| Foland Creek (Bixby Rd) Bridge  | L      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  |                     | ✓                        |                  |                                | ✓                   |              | *    | *                  | *                           | *                            | *                        | N/A               | *                     | *                   |
| Fawcett Crk Culvert to Bridge   | ER     | LO     | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        |                  | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$1.4M            | *                     | *                   |
| WF Pringle Creek/McGilchrist SE   | M      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        |                  | *                              | ✓                   | ✓            | *    |                    |                             |                              |                          | \$0.8M            | *                     | *                   |
| McGilchrist St. SE 12th to 25th   | M      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        |                  | *                              | ✓                   | ✓            | *    |                    |                             |                              |                          | \$1.1M            | *                     | *                   |
| Doaks Ferry Road NW Prelim Des  | M      | L      | *                  |                                 | *                         |                          | *                          | *                  |                     | ✓                        |                  | *                              |                     |              |      |                    |                             |                              |                          | \$4M              | *                     | *                   |
| Region 2 Local Agency Scoping   | TE/HBP | LO     | *                  | *                               |                           | ✓                        | *                          |                    |                     | ✓                        | ✓                |                                |                     | *            |      |                    |                             |                              |                          | N/A               | *                     | *                   |
| Albany Canal Improvement  | L      | L      | *                  |                                 |                           |                          | *                          | *                  |                     | *                        |                  | *                              |                     |              | *    | *                  | *                           | *                            | *                        | \$1.2M            | *                     | *                   |
| Astoria Intermodal Trail  | TE     | LO     | *                  |                                 | *                         |                          | *                          | *                  |                     |                          |                  | *                              | *                   |              | *    | *                  | *                           | *                            | *                        | N/A               | *                     | *                   |
| West Eugene BRT Extension   | Tr     | L      |                    |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | *                   |              |      |                    |                             | *                            |                          | N/A               | *                     | *                   |
| Hwy 101 - Long Prairie Road   | Ma     | LO     | *                  |                                 | *                         |                          | *                          | *                  |                     | ✓                        |                  | *                              | *                   | *            | *    | *                  | *                           | *                            | *                        | \$1.1M            | *                     | *                   |
| <b>ODOT REGION 3</b> (* - work performed by Otak, ✓ - work performed by subconsultants) |        |        |                    |                                 |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   |                       |                     |
| I-5: Seven Oaks Interchange   | M      | O      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$25M             | *                     | *                   |
| Jacks Creek Bridge Rehab  | L      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  |                     | *                        | *                |                                | *                   |              | *    | *                  | ✓                           | *                            | *                        | \$160K            | *                     | *                   |
| Bear Creek (McAndrews Rd) Brdg  | OB     | LO     | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$6.2M            | *                     | *                   |
| Blackwell Road Br   | OB     | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$3.3M            | *                     | *                   |
| Table Rock Road Br  | OB     | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$645K            | *                     | *                   |
| Butte Falls Prospect Br   | OB     | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$1.4M            | *                     | *                   |
| Days Cr Br  | OB     | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$1.6M            | *                     | *                   |
| Coyote Creek Br   | OB     | L      | *                  | *                               | *                         | ✓                        |                            | *                  |                     | ✓                        | ✓                | *                              | ✓                   | ✓            | *    |                    |                             | *                            | *                        | \$0.2M            | *                     | *                   |
| Sucker Creek Br   | OB     | L      | *                  | *                               | *                         | ✓                        | *                          | *                  |                     | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$2.8M            | *                     | *                   |
| Jones Creek Br  | OB     | L      | *                  | *                               | *                         | ✓                        |                            | *                  |                     | ✓                        | ✓                | *                              | ✓                   | ✓            | *    | *                  | *                           | *                            | *                        | \$0.24            | *                     | *                   |
| Deadman Cr Br   | OB     | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            |      | *                  | *                           | *                            | *                        | \$574K            | *                     | *                   |
| Diamond Cr Br   | OB     | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | ✓                   | ✓                        | ✓                | *                              | ✓                   | ✓            |      | *                  | *                           | *                            | *                        | \$3.2M            | *                     | *                   |
| Weaver Road Extension   | EM     | LO     | *                  |                                 |                           |                          | *                          | *                  |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          | \$30M             | *                     | *                   |
| Larson Creek Bridge QA  | L      | L      | *                  |                                 |                           | ✓                        |                            | *                  |                     |                          |                  |                                |                     |              |      | *                  | ✓                           | *                            | *                        | N/A               | *                     | *                   |
| Region 3 Local Agency Scoping   | TE/HBP | LO     | *                  | *                               |                           | ✓                        | *                          |                    |                     | ✓                        | ✓                |                                |                     | *            |      |                    |                             |                              |                          | N/A               | *                     | *                   |
| Foothill Road Improvements  | L      | L      | *                  |                                 | *                         |                          | *                          | *                  |                     | ✓                        | ✓                | *                              |                     |              |      |                    |                             | *                            |                          | N/A               | *                     | *                   |
| Murphy Crk (Southside Rd) Repair  | L      | L      | *                  |                                 | *                         | ✓                        |                            | *                  |                     | ✓                        |                  |                                |                     |              |      | *                  | ✓                           | *                            | *                        | \$23K             | *                     | *                   |
| <b>ODOT REGION 4</b> (* - work performed by Otak, ✓ - work performed by subconsultants) |        |        |                    |                                 |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   |                       |                     |
| Reed Market Road  | M      | L      | *                  |                                 | *                         | ✓                        | *                          | *                  | *                   | ✓                        | ✓                | ✓                              | ✓                   | ✓            | *    |                    |                             |                              |                          | \$3.3M            |                       |                     |
| Second Street Bridge Exit   | L      | L      | *                  |                                 | *                         |                          | *                          | *                  |                     |                          | *                |                                | *                   | *            | *    | *                  |                             | *                            |                          | \$278K            | *                     | *                   |

KEY:  
 TYPE: SP - Stimulus Project (ARRA)  
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 EM - Earmark Tr - Transit  
 ER - Emergency Relief U - Utility  
 HBP - Hwy Bridge Program V - Various  
 L - Local Agency Project  
 M - Modernization CLIENT:  
 Ma - Maintenance L - Local Agency  
 OB - OIA Bridge LO - Local Agency/ODOT  
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Table 7—SIMILAR PROJECTS  
 WITHIN LAST THREE YEARS

| Project Name   | Type   | Client | Project Management | Prospectus Preparation/Planning | Field Surveying & Mapping | Geotechnical Engineering | Water Resource Engineering | Preliminary Design | Hazardous Materials | Environmental Compliance | Traffic Analysis | Public Involvement/Information | Permit Applications | Right-of-Way | PS&E | Bidding Assistance | Construction Administration | Quality & Quantity Assurance | Construction Engineering | Construction Cost | Met Original Schedule | Met Original budget |
|--|--------|--------|--------------------|---------------------------------|---------------------------|--------------------------|----------------------------|--------------------|---------------------|--------------------------|------------------|--------------------------------|---------------------|--------------|------|--------------------|-----------------------------|------------------------------|--------------------------|-------------------|-----------------------|---------------------|
| American Lane Bridge/Intersection  | L      | L      | *                  | *                               | ✓                         | *                        | *                          | ✓                  | ✓                   | *                        | *                | *                              | *                   | *            |      |                    | *                           |                              |                          | \$1.1M            | *                     | *                   |
| Empire Ave Extension/Bridge  | M      | L      | *                  | *                               | ✓                         | *                        | *                          | ✓                  | ✓                   | *                        | *                | *                              | *                   | *            |      |                    | *                           |                              |                          | \$9.2M            | *                     | *                   |
| Reed Market Rd - 9th to Newberry   | M      | L      | *                  | *                               | ✓                         | *                        | *                          |                    |                     | ✓                        | *                |                                | *                   | *            |      |                    | *                           |                              |                          | \$291K            | *                     | *                   |
| Reed Mkt Rd - Newberry > Daly E  | M      | L      | *                  | *                               | ✓                         | *                        | *                          |                    |                     | ✓                        | *                |                                | *                   | *            |      |                    | *                           |                              |                          | \$3.3M            | *                     | *                   |
| Deschutes Market Rd Imp.   | L      | L      | *                  | *                               | ✓                         | *                        | *                          |                    |                     | ✓                        | *                | *                              | *                   | *            |      |                    | *                           |                              |                          | \$250K            | *                     | *                   |
| S. Highway 97 Corridor Study   | S      | L      |                    |                                 |                           |                          | *                          |                    |                     | ✓                        |                  |                                |                     |              |      |                    |                             |                              |                          | N/A               |                       |                     |
| Crooked River Bridge   | OB     | O      | *                  |                                 | ✓                         | *                        | *                          |                    | ✓                   | ✓                        | ✓                | ✓                              |                     |              | *    | *                  | ✓                           | *                            | *                        | \$4.8M            | *                     | *                   |
| Rock Creek Bridge at Olex  | S      | O      | *                  |                                 | ✓                         | *                        | *                          |                    |                     |                          |                  |                                |                     |              | *    | *                  |                             | *                            | *                        | N/A               | *                     | *                   |
| Cline Buttes Trailheads  | TE     | L      | *                  | *                               |                           |                          | *                          |                    |                     | ✓                        |                  |                                |                     |              | *    |                    |                             | *                            |                          | \$1.6M            | *                     | *                   |
| Region 4 Local Agency Scoping  | TE/HBP | O      | *                  | *                               | ✓                         | *                        |                            |                    |                     | ✓                        | ✓                |                                |                     | *            |      |                    |                             |                              |                          | N/A               | *                     | *                   |
| ODOT REGION 5 (* - work performed by Otak, ✓ - work performed by subconsultants) |        |        |                    |                                 |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      |                    |                             |                              |                          |                   |                       |                     |
| I-84: Stanton Blvd - Snake Rvr   | OB     | O      | *                  | *                               | ✓                         | *                        | *                          | ✓                  | ✓                   | ✓                        | *                | ✓                              |                     |              | *    | *                  |                             | *                            | *                        | \$7M              | *                     | *                   |
| Ist St & Main Ave Bike/Sidewalks   | TE, SP | L      | *                  | *                               | ✓                         | *                        | *                          |                    |                     | ✓                        | *                |                                |                     |              | *    | *                  | *                           | *                            | *                        | \$1.2M            | *                     | *                   |
| Skull and Stoney Creek Canyon Brs  | L      | L      | *                  |                                 | ✓                         | *                        | *                          |                    |                     |                          | *                |                                |                     |              | *    | *                  |                             | *                            |                          | \$0.4M            | *                     | *                   |
| Page Springs Campground  | M      | L      | *                  | *                               |                           |                          | *                          |                    |                     |                          |                  |                                |                     |              | *    |                    |                             | *                            |                          | \$800K            | *                     | *                   |
| Irrigon Main Avenue Streetscape  | M      | O      | *                  | *                               |                           |                          | *                          |                    |                     |                          | *                | *                              |                     |              | *    | *                  |                             | *                            |                          | \$630K            | *                     | *                   |
| Brush Creek Culvert Replacement  | Ma     | O      | *                  | *                               | ✓                         | *                        | *                          | *                  | *                   | ✓                        |                  |                                |                     |              | *    |                    |                             | *                            |                          | \$5.9M            | *                     | *                   |
| Perry Arch Bridge Rehabilitation   | HBP    | O      | *                  | *                               | ✓                         | *                        | *                          |                    | ✓                   | *                        | *                | ✓                              |                     |              | *    | *                  |                             | *                            | *                        | \$2.1M            | *                     | *                   |
| I-84 RCBC Repairs  | Ma     | O      | *                  | *                               | ✓                         | *                        | *                          |                    | ✓                   | ✓                        |                  | ✓                              |                     |              | *    | *                  |                             | *                            | *                        | \$1.7M            | *                     | *                   |
| Ramo and Pyles Creek Culvert Rep   | Ma     | O      | *                  | *                               | ✓                         | *                        | *                          |                    | ✓                   | ✓                        | ✓                | ✓                              |                     |              | *    | *                  |                             | *                            | *                        | \$813K            | *                     | *                   |
| I-84: Stanfield Interchange  | M      | O      | *                  |                                 | ✓                         | *                        | *                          |                    |                     |                          |                  |                                |                     |              |      |                    |                             | *                            | *                        | \$3.7M            | *                     | *                   |
| Kimberly and Monument Sr Review  | OB     | O      | *                  | *                               |                           |                          |                            |                    |                     |                          |                  |                                |                     |              |      |                    |                             | *                            |                          | \$527K            | *                     | *                   |
| US395: McKay to Silvies Sl D/B 414   | OB     | O      | *                  | *                               | ✓                         | *                        | *                          | ✓                  | *                   | ✓                        | *                | *                              |                     |              | *    |                    | *                           | *                            | *                        | \$40M             | *                     | *                   |
| Region 5 Local Agency Scoping  | TE/HBP | LO     | *                  | *                               | ✓                         | *                        |                            |                    |                     | ✓                        | ✓                |                                |                     | *            |      |                    |                             |                              |                          | N/A               | *                     | *                   |

### THREE MOST RECENT PROJECTS

The following table details our three most recent projects including description, size (construction budget), location, duration, objectives, timeline of tasks, project budget (PE/CE budget), and our adherence to the project budget and schedule.

**Table 8—THREE MOST RECENT PROJECTS**

| <b>I-5 @ Wilsonville Interchange</b>   |   | <b>Location:</b>     | Wilsonville, OR           |  |
|--|---|----------------------|---------------------------|--|
| <p>Otak is providing engineering design services for the Wilsonville Road Interchange at I-5 project in Wilsonville, Oregon for ODOT and the City of Wilsonville. The purpose of the project is to improve the safety and increase the capacity of the existing diamond interchange. This is a significant and visible project on the I-5 corridor and will require the team to address a number of challenges including resolving existing congestion and safety issues, an aggressive schedule, intergovernmental coordination, and complex construction staging within a congested urban corridor. Otak is the prime consultant responsible for project management, roadway and structural design, stormwater management and utilities coordination, urban design and landscape architecture, natural resource evaluation, and surveying. The Otak-managed team is also providing right-of-way acquisition services, traffic engineering, and environmental documentation including NEPA and the Biological Assessment.</p> |   | <b>Type:</b>         | Modernization             |  |
|  |   | <b>Size:</b>         | \$22M                     |  |
|  |   | <b>Duration:</b>     | 17 mos.                   |  |
|  |   | <b>PE/CE Budget:</b> | \$2.5M                    |  |
|  | <b>Objective(s):</b>  |                      | <b>Timeline of Tasks:</b> |  |
|  | Improve safety, increase capacity   | <b>NTP:</b>          | 12/10/2008                |  |
|  |   | <b>EA:</b>           | 6/5/2009                  |  |
|  |   | <b>DAP:</b>          | 7/15/2009                 |  |
|  |   | <b>PS&amp;E:</b>     | 5/7/2010 (est)            |  |
|  | <b>Adherence to Original Budget &amp; Schedule:</b>   |                      |                           |  |
| Currently on schedule and on budget  |   |                      |                           |  |
| <b>Fawcett Creek Culvert Replacement</b>   |   | <b>Location:</b>     | Tillamook, OR             |  |
| <p>This Emergency Relief (ER) funded project involved replacing a 12-foot diameter CMP culvert with a 120-foot long single span precast prestressed beam bridge supported on driven piles on reinforced concrete cap including 600-foot of pavement reconstruction and safety upgrades. The Otak Team provided project management, topographic and right-of-way survey, geotechnical investigation, environmental documentation and permitting, hydraulic analysis, utility coordination, right-of-way acquisition, bridge, roadway, traffic, and stormwater design. The design effort included the preparation of a TS&amp;L Report along with construction plans, special provisions, and cost estimates in ODOT standard format. In addition, Otak provided full-service construction administration, inspection, and engineering.</p>  |    | <b>Type:</b>         | ER                        |  |
|  |   | <b>Size:</b>         | \$1.1M                    |  |
|  |   | <b>Duration:</b>     | 16 months                 |  |
|  |   | <b>PE/CE Budget:</b> | \$450K                    |  |
|  | <b>Objective(s):</b>  |                      | <b>Timeline of Tasks:</b> |  |
|  | Replace existing culvert, improve fish passage  | <b>NTP:</b>          | 8/15/2008                 |  |
|  |   | <b>DAP:</b>          | 12/10/2008                |  |
|  |   | <b>PS&amp;E:</b>     | 3/26/2009                 |  |
|  |   | <b>Const. Comp:</b>  | 12/18/2009                |  |
|  | <b>Adherence to Original Budget &amp; Schedule:</b>   |                      |                           |  |
| Completed within budget and design 4 mo. ahead of schedule and construction 1-year ahead of schedule   |   |                      |                           |  |
| <b>1st and Columbia Bike and Pedestrian Enhancement Project</b>  |   | <b>Location:</b>     | Irrigon, OR               |  |
| <p>Otak provided engineering and construction management services for this project in Region 5. The project included construction of sidewalk and bicycle facilities on a primary school route for children accessing the elementary and Jr/Sr. High Schools. It included drainage swales and street trees. It was approved contingent upon a 120-day obligation status, which corresponded to a bid-let date of June 18, 2009. Otak was selected because of our ability to complete the plans, specifications, and cost estimate within the very aggressive schedule. One hundred percent PS&amp;E was completed within three weeks from NTP. Otak also provided construction management and engineering services for the project.</p>  |   | <b>Type:</b>         | ARRA & TE                 |  |
|  |   | <b>Size:</b>         | \$1.5M                    |  |
|  |   | <b>Duration:</b>     | 12 months                 |  |
|  |   | <b>PE/CE Budget:</b> | \$250K                    |  |
|  | <b>Objective(s):</b>  |                      | <b>Timeline of Tasks:</b> |  |
|  | Provide sidewalk and bike facilities, roadway reconstruction  | <b>NTP:</b>          | 4/28/2009                 |  |
|  |   | <b>PS&amp;E:</b>     | 5/21/2009                 |  |
|  |   | <b>Const. Comp:</b>  | April 2010                |  |
|  | <b>Adherence to Original Budget &amp; Schedule:</b>   |                      |                           |  |
|  | Design was completed on schedule and on budget. Construction is essentially complete except for paving which is scheduled for spring. |                      |                           |  |

## 2.2.4 PROPOSER'S CAPABILITIES

Otak is committed to producing innovative, value-added engineering solutions and to our clients satisfaction. Our commitment drives us to continually contend with challenging schedules and budgets, distinct client demands, and changing project requirements. We provide value to our clients by anticipating these conditions and developing precise responses to avoid obstacles and achieve successful project delivery.

### STAFFING LEVELS AND CAPACITY

Otak stands ready to immediately begin work on ODOT Local Agency task orders executed under this On-Call agreement.

- Otak's depth and breadth of experience allows us to provide an experience and well-qualified team on projects requiring immediate availability.
- Otak commits to maintaining the same WOC manager throughout the duration of the contract for both design and construction.
- Otak WOC managers actively monitor staffing, project schedules, and deliverable status and make necessary adjustments

The Otak Team represents a technical staff of over 2000 people representing a capacity of over 3.8 million yearly labor hours. From this extensive resource we are able to allocated at least 50% of these hours for the 2010 year and considerably more for subsequent years. Otak brings a significant, mobile technical staff located throughout the state to assign to Work Orders from this contract.

| Discipline                    | Staff |      | Est. % Available |      |      |
|-------------------------------|-------|------|------------------|------|------|
|                               | Otak  | Subs | 2010             | 2011 | 2012 |
| <b>Surveying</b>              | 24    | 41   | 60               | 80   | 90   |
| <b>Environmental</b>          | 6     | 68   | 45               | 70   | 85   |
| <b>Traffic/Transportation</b> | —     | 49   | 40               | 70   | 85   |
| <b>Civil/Roadway</b>          | 97    | 416  | 50               | 75   | 90   |
| <b>Geotechnical</b>           | —     | 75   | 60               | 80   | 95   |
| <b>Hydraulic/Hydrologic</b>   | 48    | 16   | 40               | 60   | 85   |
| <b>CAD</b>                    | 18    | 54   | 50               | 75   | 90   |
| <b>Bridge/Structural</b>      | 16    | 73   | 55               | 75   | 90   |
| <b>Specification</b>          | 4     | 29   | 50               | 75   | 90   |
| <b>Construction Mgmt/Ins</b>  | 16    | 33   | 45               | 65   | 85   |
| <b>Public Involvement</b>     | 15    | 21   | 55               | 75   | 90   |
| <b>Landscape Architect</b>    | 30    | —    | 50               | 75   | 90   |
| <b>Right of Way</b>           | —     | 12   | 40               | 70   | 90   |
| <b>Administration/Other</b>   | 121   | 1219 | 50               | 75   | 90   |
| <b>TOTAL</b>                  | 395   | 2006 | —                | —    | —    |

## ACCOMMODATE VARYING LEVELS OF WORK

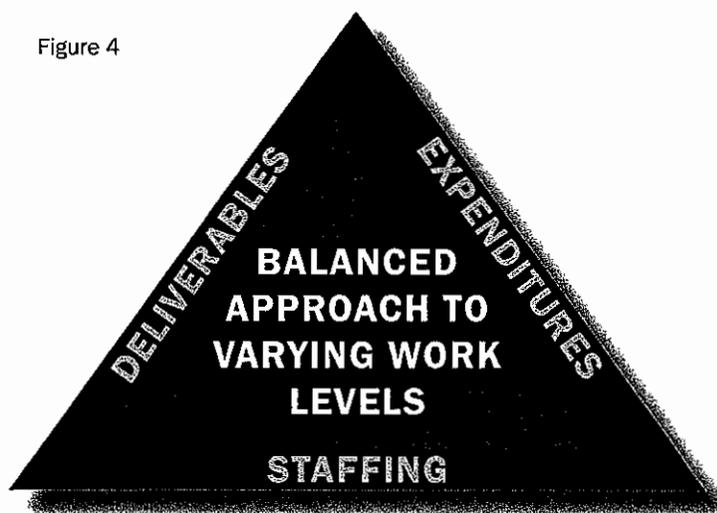
The nature of on-call contracts requires a team with the staff and material resources necessary to respond quickly and efficiently to project needs. These projects, at times, require immediate response related to emergency situations such as landslides, flooding or washouts where public safety is a top priority. The Otak team is organized to respond effectively to the varying levels of work assignments related to ODOT/Local Agency On-Call contracts.

Our approach to accommodating these variable levels of work assignments is integrated into the very nature of our project development process.

- Active coordination between the discipline groups to meet varied schedules, tasks, and budgets.
- Otak routinely accommodates varying work levels through proactive resource scheduling, workload monitoring, and forward thinking.
- We have an excellent track record of delivering projects on time and within the allotted budget with excellent quality.
- Otak utilizes state-of-the-art scheduling and analysis tools to measure results against targets.
- Managers meet weekly to discuss staff and project workloads and make necessary adjustments to staffing levels.

We are organized to respond to multiple work order assignments concurrently. We have staff depth at the project manager level and, for technical support within each of the specific disciplines and services. Otak is ready to mobilize multiple project teams for concurrent projects. We routinely balance staffing levels, money expenditures, and expected project deliverables for dozens of projects across multiple offices.

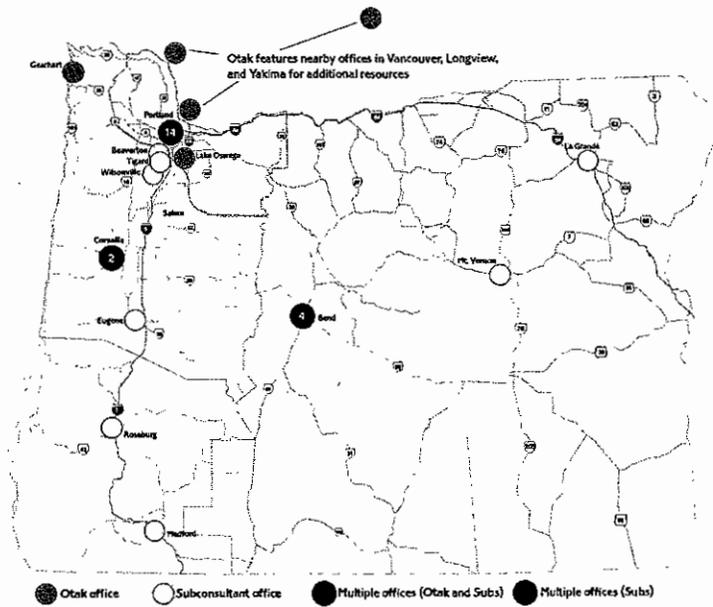
Figure 4



## ACCOMMODATE WORK STATEWIDE

As a full service company, Otak routinely completes projects at varying distances from our project offices. As experts in project development, we understand that while all projects have some common elements, working at a distance also creates some unique

Figure 5—Otak Team Office Locations



challenges. We rely on our experience, client communication, and network of associates to gain a thorough understanding of the project issues during the initial stages of the project. We bring the team to the project site to initiate the project, providing a firm grasp of unique issues. We strategically plan meetings and site visits to accomplish multiple objectives, saving time and travel expenses. We utilize state of the art communication tools including audio and video conferencing, web-based communication, smart board technology, email, phone and fax to communicate with clients, branch offices, and subconsultants. Draft deliverables may be developed in PDF format to facilitate reviews without the cost of delivery or shipping. Project FTP sites house documents for all team members to access and review, enhancing collaboration and creativity. Otak has completed several hundred projects for multiple jurisdictions around the state at distances of over 300 miles.

Otak's main office is located in Lake Oswego and includes almost 200 multi-discipline professional staff. Our location provides quick and convenient access to both ODOT headquarters in Salem and Region 1 offices in Portland. Coupled with our office in Vancouver, WA, we provide excellent service to the Portland Metro Area, Columbia River Gorge, Willamette Valley and coastal areas. Our Bend office provides project management, civil engineering, water resources, and survey services. Offices in Gearhart, OR and Long Beach, WA provide project management, civil engineering, and survey. These branch offices provide excellent access to coastal areas of Region 2 and all of Regions 3 and 4. As shown in Figure 5, our team includes strategically located field offices and almost 30 subconsultants to provide the full spectrum of services required by this solicitation across the entire state.

**2.2.5 PROJECT TEAM AND QUALIFICATIONS  
EXTENT OF PRINCIPAL INVOLVEMENT**

The Otak Design Team will be led by our PA manager, In-Tae Lee, who is a principal at Otak and will be the primary point of contact. He is supported by Mike Peebles as Principal-In-Charge (PIC) for this contract, and who has extensive experience in public and private transportation projects throughout Oregon. Mike oversees the project assignments of Otak's Transportation and Infrastructure teams for Oregon/SW Washington and approves all internal changes to project teams. As PIC of this PA, Mike will ensure ODOT projects have strong staffing continuity and any change of key personnel will be accomplished with the full knowledge and approval of ODOT and/or the Local Agency. Mike will meet with In-Tae and appropriate managers and task leads of the project each month while their project is active to review project schedule, budget, staffing, and complex issues and provide Corporate support of the project(s). Mike reports directly to Nawzad Othman, President and CEO of Otak, so there are minimal levels of upper management to secure Corporate support. As PIC, Mike's project involvement will be only as necessary to ensure the success of the project and client satisfaction, and he will not charge his time to the project. Otak is committed to ODOT and the Local Agencies to make available the staff we have listed in this proposal, and when WOC's are assigned that Design Team integrity is maintained. This provides team cohesiveness and efficiency, and the ability to build a rapport with the entire Design Team. This commitment is made for the life of the contract.

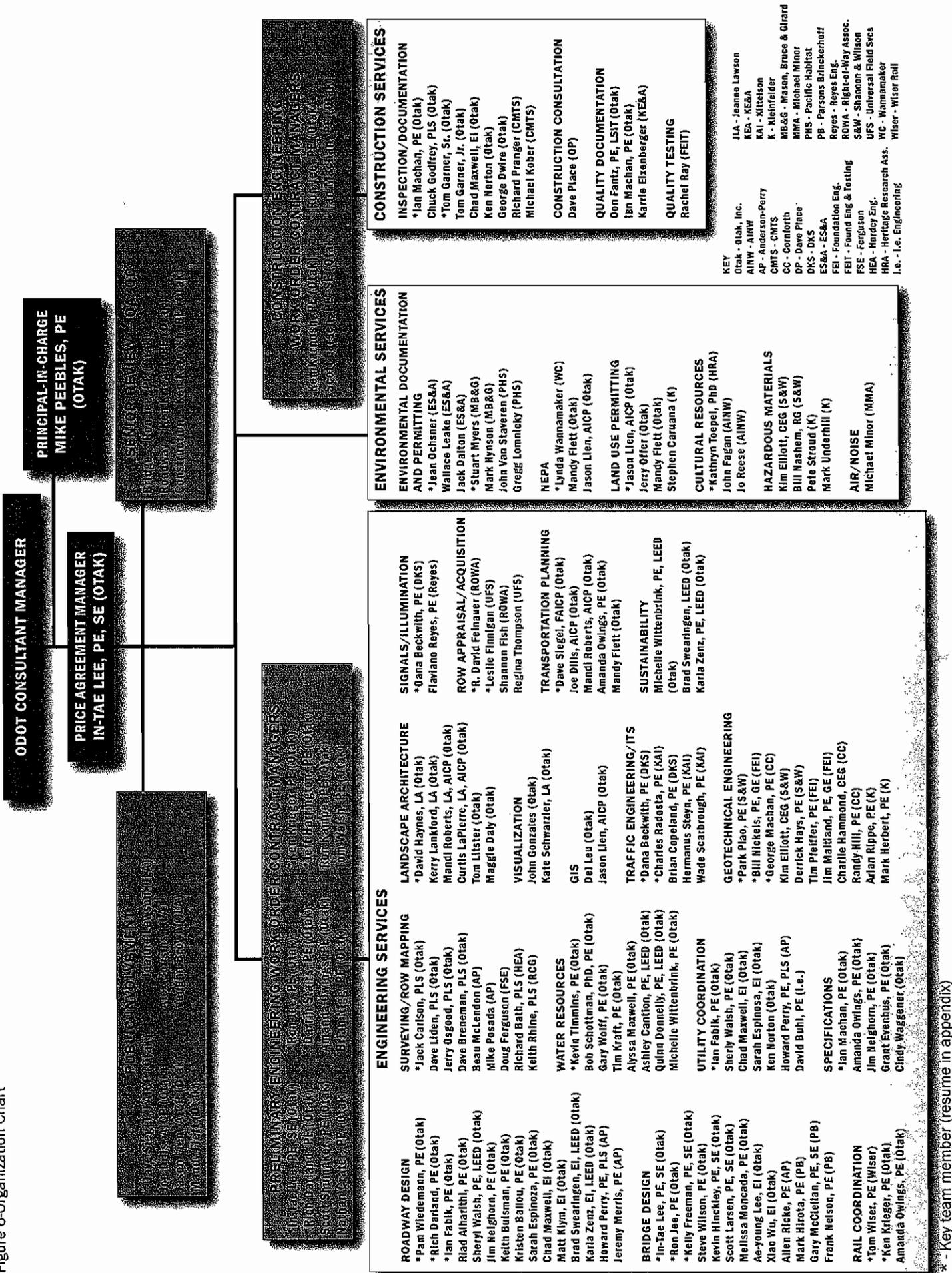
*Benefit to the Agency*

Otak's principal involvement is to implement the Otak corporate commitment to ODOT and the local agency for a successful project. Mike Peebles, Principal-in-Charge, will not charge his time to the project.

**PROJECT MANAGER(S) EXPERIENCE WITH SIMILAR INTERDISCIPLINARY TEAMS**

For over 28 years Otak has worked with a diverse and highly-qualified list of subconsultants to successfully deliver complex interdisciplinary transportation projects for ODOT. The majority of our public works projects have been ODOT/Local Agency projects. In-Tae Lee, PA Manager, will also be available to serve as a Project/WOC Manager. In-Tae has over 23 years of experience managing work order contracts, complex transportation projects, and interdisciplinary teams in Oregon. In-Tae's experience includes 17 years with ODOT Bridge and Construction and the last 6 years with consultants. His project management experience ranges from small building structural assessments/design to large Interstate Freeway projects. In-Tae has successfully managed project teams consisting of Otak, subconsultants, and Agency staff by using a partnering approach for over 150 transportation projects in Oregon. Typically his project leadership role includes both PE and CE phases of

Figure 6-Organization Chart



\* - Key team member (resume in appendix)



projects, from project scoping/work order development, through the design phase, and to completion of construction.

In-Tae has over 10 years being Contract Manager of On-Call contracts while working at ODOT and Otak that involved interdisciplinary teams. He is currently the PA and WOC Manager for the ODOT A&E Full-Service, ODOT Local Agency Statewide Project Scoping, ODOT Discipline Specific Bridge Engineering, ODOT Retaining Wall Review, PDOT Bridge On-Call, and Lane County Bridge & Special Services On-Call contracts.

In-Tae is supported by a group of highly-experienced and skilled WOC Managers (WOCM), as shown in the Organization Chart on the previous page, who have extensive project management credentials directing and guiding interdisciplinary teams. Each of these managers—which includes Ron Jee, Ken Krieger, Rich Darland, Darrin Stairs, and others—has demonstrated the ability to identify and understand the unique challenges that various types of projects present, and have successfully orchestrated multi-faceted teams to deliver their projects. Their projects have ranged from a small cost study to complex high profile projects. Each has at least 10 years of transportation experience, and several with over 20 and even 30 years experience, earning them detailed insight on client requirements, procedures and key issues, and how to work closely with clients and stakeholders. All of our WOCMs have State and Federally-funded project experience with ODOT and local agencies. For the last 8 years, this project experience has been gained through Otak's Statewide ODOT A-E On-Call Contracts, ODOT/Local Agency A-E On-Call Contracts, and other agency project contracts.

*"They [Otak] are good at scoping a project up front—they get all of the details down and they can spot problems before they happen. They are also good at pursuing the project through design and construction efficiently."*  
—Mike Kuntz, Jackson County

### KEY STAFF EXPERIENCE, RESUMES

Resumes for selected key staff are presented in the appendix, using the ODOT Key Staff Resume form. Table 9, on pages 18-19, shows selected projects sorted by region similar to this contract with project outcomes and client reviews.

### 2.2.6 COST EFFECTIVENESS EFFORTS TO ENSURE TASKS, DELIVERABLES ARE COMPLETED IN THE MOST COST-EFFECTIVE MANNER

Otak's client centered focus drives us to continually monitor our processes and activities to maintain cost effectiveness and efficiency. We have found one of the best ways to complete projects in a cost effective manner is to start the project on the right track and maintain an accurate course.

- Begin every project with a 'kick-off' meeting with all discipline leaders in attendance.

- Task Leads actively monitor staff efficiency and task completion on a weekly basis.
- WOC Manager meets with task leads to discuss progress, challenges, and corrective actions.
- Monthly Earned Value Analysis confirms actual and planned expenditure vs. progress.
- Use templates for repeatable processes minimizing design time.
- Implement alternative analysis and value engineering principles in developing project designs, and provide cost-effective solutions.
- Compile and distribute 'lessons learned' documentation from previous projects.
- Engage construction staff in 'constructability reviews' early in the design process to avoid rework later.

### ACCURATE TRACKING OF COSTS

- Projects are broken down into distinct, measurable tasks with each task assigned a corresponding budget.
- WOC managers receive weekly reporting on project charges by task providing instant feedback on project expenditures.
- Weekly project meetings allow WOCMs to review expenditure trends with the team and confirm requisite progress.
- The PIC holds monthly meetings with each WOC Manager to review budget, schedule, progress and anticipated issues.

### COST-EFFECTIVELY ACCOMMODATE PROJECT LOCATIONS

Otak is intentionally positioned at the forefront of project development technology allowing us to communicate seamlessly with team members locally, nationally, and internationally. Our team members are strategically located throughout the state allowing them to quickly mobilize 'on the ground' and review site issues first hand. Management staff is centrally located to share resources, communication and strategies. We facilitate active communication with field staff through a number of efficient methods and modes:

- Teleconference or video conference between project offices
- Continuously available conference call and web meeting capabilities
- Flexible work hours to facilitate long-distance communication
- Utilize appropriate local Consultant Design Team (CDT) staff as much as possible
- Coordinate travel to accomplish multiple tasks per trip
- Assign staff to project offices when cost efficient or schedule driven
- Rapid deployment for on-site meetings to address urgent issues

### ENSURING ALL TRAVEL, LODGING, AND PER DIEM EXPENSES ARE AS LOW AS POSSIBLE

Otak continually addresses the requirements and costs of project

*(Text continued on page 20, following table)*

**Table 9—PROJECT OUTCOMES**

|          | Description of Project  | Outcomes   | Client Reviews   |
|----------|---|--|--|
| Region 1 | 2006 ODOT Region 1 and 2008-2011 STIP project scoping; Focus Team 3 scoped 13 projects  | Completed on-schedule and under budget; 7 projects were accepted for the draft STIP.   | "Otak PM received commendation from many ODOT key staff for excellent listening skills and performance in delivering high-quality work." — Paul DePalma, Karla Keller, Simon Eng, ODOT       |
|          | Clackamas County Harmony Road EIS/ Sunnybrook Blvd.; final design; combined 2 miles of major arterial roadway   | Full EIS including PI and alternatives analysis. Design of roadways, bridges, environ. impacts mitigation, and hydrology/hydraulics. On schedule/budget.   | "Very good reviews from client" — Ron Weinman, Clackamas County Department of Transportation Project Manager   |
|          | I-5: Wilsonville Rd Interchange   | Full interchange modifications with widening and lengthening of all ramps and widening of Wilsonville Road from six lanes to eight. This \$20 million project is on schedule and under budget. Partnering between ODOT, City and Otak team is key.             | "They (Otak) have been very proactive in accomplishing the tasks required on this fast track project. As a firm, they are resourceful and perform well under pressure." — Matt Freitag, ODOT |
|          | TriMet IMAX Ext.; Design of arterial roadways and LRT systems in Rose Garden area and along Interstate Ave.   | Final design of 1 mile of arterial roadway and trackway elements. Coordination of 7 subconsultants. Overall project was named ACEC Oregon 2004 Project of the Year.  | "Very good work and under a constrained delivery schedule." — Neil McFarlane TriMet's CIP Director.  |
| Region 2 | Lane County OTIA (5) bridges  | Due to rising construction costs and shortage of funds, Otak provided alternative solutions for the bridge projects to be constructed within the original budget.  | "We appreciated Otak bridge design expertise, because Otak is always on schedule and keeps Lane County design services on task and schedule." — Bill Morgan, Lane County Engineer            |
|          | 2005 Willamina Creek Bridge Replacement; HBRR project   | Completed on-schedule and under budget; final construction cost had 11.1% underrun to project authorization. Successful completion of PS&E and construction.   | "We have been really happy with Ron Jee — he does a great job staying in touch and keeping us up to speed on deadlines and things that need to be addressed." — Bill Gille, Yamhill Co.      |
|          | Fawcett Creek Bridge  | Accelerated design by 4 months and construction by 12 months. Underrun PE and CE budget by about \$80k.  | "I would hire them [Otak] again, and have a high level of confidence in the Otak team." —Liane Welch, PE, Tillamook County   |
|          | Sunset Empire Transit District — Astoria Transit Center   | Design of improvements to ODOT's Marine Dr. to local streets and infrastructure on site and w/in roadways, and the upgrading of 2500 sq. ft. bldg.   | "The client was very happy with Otak work. Work was on time/schedule/budget." — Cindy Howe (SETD CEO)  |
|          | 2007 Union Street RR Bridge Review: Wallace Rd — Water St (Salem); PS&E review of a rails to trails bridge developed by ODOT and owned by the City of Salem | Services are complete and under budget   | "Appreciative of Otak's expertise and quick response." — Keith Kuenzi, Sr Project Manager (Salem), and Jill Corcoran, Urban Development PM (Salem)   |
| Region 3 | Douglas County OTIA Bridges; Three separate bridge replacement projects in environmentally sensitive areas  | PS&E and full construction admin/inspection was successfully completed. One project had zero change orders. All projects completed on schedule/within budget. Otak received the 2009 ACEC Engineering Excellence Honor Award for Diamond Creek Bridge project. | "In each of these three varied projects, Otak delivered excellent work, in a timely manner, and at the agreed price." — Kerry Werner, Douglas County Engineer                                |
|          | Jack's Creek Bridge   | PS&E and full construction admin/inspection was successfully completed on schedule and within budget.  | "They're very responsive and they're more friendly and personal than a lot of firms." —Chuck Dejanvier, Josephine County Public Works  |

**Table 9—PROJECT OUTCOMES**

|          | <b>Description of Project</b>   | <b>Outcomes</b>  | <b>Client Reviews</b>  |
|----------|---|--|--|
| Region 3 | Josephine County OTIA Bridges; Three separate bridge replacement projects in environmentally sensitive areas  | PS&E and full construction admin/inspection was successfully completed on schedule. Extension of IWWW for Sucker Cr bridge project was negotiated with regulatory agencies from Sept. 15 to Oct. 31 and kept the construction limited to one season. Two projects had zero change orders. CE charges underran the budget by 30%. | "[Otak's] design team is extremely knowledgeable and on several of our projects they have thought outside the box to find solutions that have kept and brought projects in on schedule and within budget." -Chuck DeJanvier, Josephine County Public Works |
|          | Little Butte Cr (Loto St) Bridge  | PS&E and full construction administration/inspection was successfully completed for this new highly aesthetic creek crossing. Otak received the 2006 ACEC Engineering Excellence Honor Award.  | "They are very thorough and they don't hesitate to ask for our input. They have the attitude that two eyes are better than one and that has led to some good changes." -Gary Shipley, City of Eagle Point  |
| Region 4 | 2005 OR293: Willowdale-Antelope; 2 br. replacements, 1 br. rehab., road reconstruction, 8 mile project length   | Completed on-schedule and on-budget. Successful completion of PS&E and construction.   | Average Score for All PE Key Milestones = 8; EOP Overall Average Performance Rating = 9/ Superior. — Brad Dehart and Tom Szymoniak/ ODOT CPMs  |
|          | OR125: Crooked River Bridge; bridge replacement with historic retaining wall rehabilitation and 1,500-ft. of new roadway                              | Successful completion of PS&E and construction of project on-schedule/within budget.   | "Commended Otak for being very responsible and being available to address questions and to resolve issues." — Pat Cimmiyotti, ODOT Region 4 CPM,   |
|          | Second Street Ext.; Prineville - Project mgmt., design, and permitting svcs. Project provides an alternative egress point from the Hwy. 126 bridge    | Final design completed and the project is awaiting City bonding and final ODOT permit prior to bid and construction phases.  | "The City is pleased with the design effort and the way the ODOT permit process was coordinated." — Robb Corbett, City Manager and Mike Wilson, Acting City Engineer   |
|          | Reed Market Rd. Improvements — 9th St. to 27th St.; Bend - Full design services for approx. 5,700 lf of street improvements on major arterial         | 60% design level package submitted with review comments received. Awaiting NTP to begin 95% design phase.  | "City staff pleased with work completed to date, especially the overall project management and documentation." — Ken Gould, City Project Manager   |
| Region 5 | Perry Arch Bridge; rehabilitation of historic, Conde McCullough, Concrete spandrel deck arch bridge to carry legal load and last for another 30-years | Bridge identified for removal as too deteriorated, but after our assessment bridge was salvaged and rehabilitated. Project on-schedule/within budget.  | "Commended Otak's work efforts to save the historic bridge one of two similar it in Region 5." — Craig Sipp, ODOT Region 5 CPM   |
|          | 2006 I-84: Alder Creek-Swayze Creek Repairs; Six structural repairs along I-84 corridor between Baker City and Ontario                                | Design completed on-schedule and under budget; bids received were within 1.7% of the Engineer's Estimate   | "Project Leader commended Otak's work as innovative and responsive to the needs of the Agency." — Kevin Cassidy, ODOT Region 5   |
|          | I-84: Stanfield Interchange   | Construction was at standstill. ODOT PM requested Otak to redesign Umatilla R & UPRR (EB) Bridge. Otak successfully redesigned the bridge on an accelerated schedule during construction.  | "[Otak's] excellent communication and willingness to revise design details saved countless additional man-hours and delay impacts..." — Heather McLoren, ODOT  |
|          | US395: McKay Cr — Silvies Slough, Bundle 414  | Full PS&E and construction support with quality assurance inspection for \$40 million Design-Build project   | "Otak team has been the most proficient and innovative of all the engineering partners for our design-build projects to-date in leading the design-engineering work." — Tim Hendrix, Manager, Wildish Standard Paving Co.                                  |

travel to minimize the impact on project budgets. We utilize the standard mileage and per diem rates listed in the Federal Travel Resource and always strive to maintain expenses below the contract requirements. Our team is committed to providing ODOT and local agencies efficient and cost-effective service through the following measures:

- Plan trips to provide as many services as possible to reduce the overall number
- Quick assessment of cost effectiveness for different travel modes (air, rental car, personal vehicle)
- Obtain the closest, economical accommodations to the work site by comparing at least three different providers
- Obtain corporate discounts for travel and lodging
- Use video, audio and web-based conferences to minimize travel
- Flexible schedules to work longer days during travel to reduce the length of stay; overtime charges do not pass to client
- Review availability of rental accommodation for longer terms
- Utilize staff throughout the collective CDT locations most appropriate for the work effort required
- Efficient use of local subconsultants to reduce team travel
- For more remote projects, Otak will cover travel related expenses
- All travel expenses are verified using original receipts and completed expense account forms

### METHODS, TOOLS, AND PROCESSES TO DEVELOP THE ESTIMATE FOR SERVICES

Developing a fair and reasonable estimate for services hinges on a clear understanding of the underlying Statement of Work (SOW). Otak actively engages the client in a discovery process to clearly identify the key driving issues associated with each project. Key elements that are discussed in initial client meetings include the following:

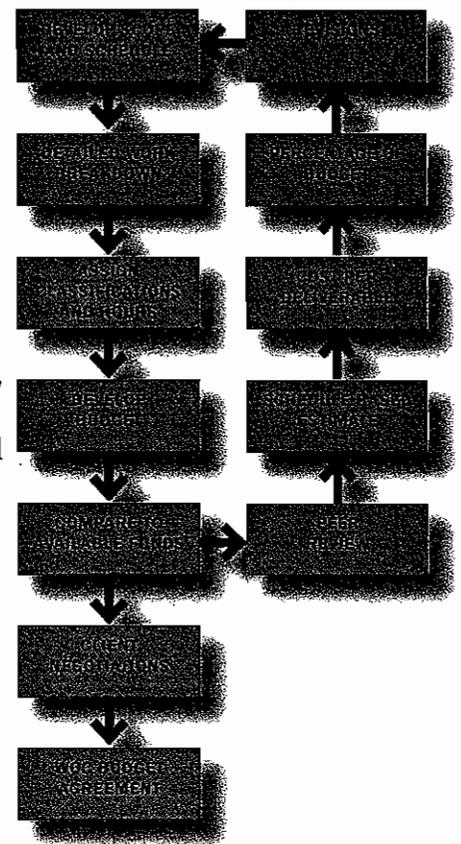
- Budget constraints
- Challenging site issues
- Environmental Permit timeline
- Proposed stakeholder involvement
- Anticipated project schedule and milestones
- Level of client involvement and review
- Initial project assumptions

The project Statement of Work serves as the backbone for developing the project schedule. Each work element and deliverable is assigned a duration and interdependencies are established setting the start/finish dates. Project design and construction milestones (deliverables), review periods, and key project and Agency team meetings are established (including public involvement meetings). The resulting schedule is compared with the desired project development timeline and adjustments are made as necessary. Client review and conditional approval of the target schedule sets development of the estimate for services.

Utilizing the SOW and schedule, the estimate for services is developed and checked using at least three of the following methods.

- Detail Cost Breakdown - Developed by breaking assigned staff classifications, hours and rates to each task identified in the SOW.
- Schedule – Developed by estimating the overall level of effort associated with the project duration indicated by the schedule.
- Cost Per Deliverable – Estimated using historic cost per meeting/drawing/submittal/etc.
- Percentage of Total Project Cost – Based on historic, reasonable percentages of the overall project construction cost (this is used for a cursory check)
- Historic Costs of similar projects and SOW

Figure 7—Budget Development Flow Chart



### ENSURING THAT ESTIMATES ARE FAIR AND REASONABLE TO BOTH GOVERNMENT AND FIRM

The resulting estimate is reviewed by the PIC as well as other project management peers to ensure that key issues are not overlooked. Constant communication with the Local Agency Project Manager tests the developing range of estimate against client expectations. In the event that the scope and expected estimate are not in agreement, Otak works with the client to revise the scope, deliverables, or schedule to bring the two into agreement. Otak actively maintains a database of past and current projects to compare fee estimates for similar projects. The use of contingency tasks for elements that may be in dispute or unknown allows the client the flexibility to approve the contract while still evaluating the relevancy of certain project elements.

Open, honest, and timely communication with the client is the key to developing a fair and reasonable estimate for services that is tailored to the unique needs of the project.