

ATTACHMENT A PROPOSAL COVER SHEET

RFP# 25134; Oregon Department of Transportation

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

Legal Name of Firm as provided to IRS: HDR Engineering, Inc. ; **a Nebraska Corporation; DBA Name (if different than legal name):** N/A

<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Professional Corporation <input type="checkbox"/> Ltd. Liability Company <input type="checkbox"/> Partnership or Joint Venture <input type="checkbox"/> Limited Partnership <input type="checkbox"/> Ltd. Liability Partnership <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Other _____
Mailing Address: 1001 SW 5 th Avenue, Suite 1800, Portland, OR 97213
Type name of primary Contact for this Proposal: Stephanie Serpico, P.E.
Email address: Stephanie.Serpico@HDRinc.com
Telephone: 541-323-2733 x 4003 Fax: (541) 323-2561
Type name of person(s) authorized to sign Contract/Price Agreement: David C. Moyano, P.E., S.E.

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

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

“REQUIRED” ITEMS – PROPOSAL SUBMISSION CHECKLIST (for Proposer use)

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

RESPONSES TO MINIMUM QUALIFICATIONS (See RFP Section 1.5.2)

➤ Registered Professional Engineer

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

Name	Registration Number	Jurisdiction of Registration
Stephanie Serpico, P.E.	58977PE	Oregon
Brian Baker, P.E.	77325PE	Oregon
Steve Drahota, P.E.	76759PE	Oregon

➤ Registered Professional Land Surveyor (PLS)

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

Name	Registration Number	Jurisdiction of Registration
Mike Cooney, PLS	01052PLS	Oregon

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

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

participating in the proposal evaluation/selection or Contract/Price Agreement negotiation process, if any.

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

(Check one of the following two certifications as applicable)

- Proposer understands and has provided to all Associates (which includes subcontractors) the COI Guidelines and COI Disclosure Form. Proposer and, to the best of the undersigned's information, knowledge and belief, Proposer's Associates (as defined in the COI Guidelines) are in conformance with the COI Guidelines, have no employees that were employed by ODOT within the last one-year period, and have no conflicts of interest or other disclosures required per the COI Guidelines. The response to each question on the COI Disclosure Form was "no".
- Proposer understands and has provided to all Associates (which includes subcontractors) the COI Guidelines and COI Disclosure Form. Proposer and, to the best of the undersigned's information, knowledge and belief, all Associates (as defined in the COI Guidelines) have provided on the COI Disclosure Form(s) submitted with this Proposal all disclosures required per the ODOT COI Guidelines.
4. Proposer has available (and can furnish to Agency upon request) the appropriate financial, material, equipment, facility and personnel resources and expertise, or ability to obtain the resources and expertise, necessary to indicate the capability of the Proposer to meet all contractual responsibilities.
 5. Proposer recognizes this is a public document open to public inspection. Any portion(s) of the Proposal that Proposer considers exempt from disclosure under Oregon Public Records Law is/are clearly designated in the Proposal and listed on a separate sheet attached to this Proposal Cover Sheet with justification and citation to the authority relied upon.
 6. Proposer does not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation or national origin. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is:
 - o a minority, women or emerging small business enterprise certified under ORS 200.055, or
 - o a business enterprise that is owned or controlled by or that employs a disabled veteran, as defined in ORS 408.225.
 7. Proposer has an operating policy supporting equal employment opportunity. If proposing firm has 50 or more people, Proposer also has a formal equal opportunity program.

- o Does Proposing firm have 50 or more employees? Yes, No.
- o Does Proposing firm have a formal equal employment opportunity program? Yes, No

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

8. The Proposal submitted is in response to the specific language contained in the RFP, and Proposer has made no assumptions based upon either (a) verbal or written statements not contained in the RFP, or (b) any previously-issued RFP, if any.
9. Proposer, acting through its authorized representative, has read and understands the RFP instructions, specifications, and terms and conditions contained within the RFP (including the sample contract) and all Addenda, if any. Failure to provide information required by the RFP may ultimately result in rejection of the Proposal.
10. Proposer agrees to and shall comply with, all requirements, specifications and terms and conditions contained within the RFP (including the sample contract) and all Addenda, if any.
11. Proposer and Proposer's employees and agents are not included on the list entitled "Specially Designated Nationals and Blocked Persons" maintained by the Office of Foreign Assets Control of the United States Department of the Treasury and currently found at <http://www.treas.gov/offices/enforcement/ofac/sdn/t11sdn.pdf>.
12. All contents of the Proposal (including any other forms or documentation, if required under this RFP) and this Proposal Cover Sheet, are truthful and accurate and have been prepared independently from all other Proposers, and without collusion, fraud, or other dishonesty. **False Claims.** Proposer understands that any statement or representation it makes, in response to this solicitation, if determined to be false or fraudulent, a misrepresentation, or inaccurate because of the omission of material information could result in a "claim" {as defined by the Oregon False Claims Act, ORS 180.750(1)}, made under the resulting PA/WOC being a "false claim" {ORS 180.750(2)} subject to the Oregon False Claims Act, ORS 180.750 to 180.785, and to any liabilities or penalties associated with the making of a false claim under that Act.
13. The signatory of this Proposal Cover Sheet is a duly authorized representative of the Proposer, has been authorized by Proposer to make all representations, attestations, and certifications contained in the Proposal document and to execute this Proposal document on behalf of Proposer.

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



Date: December 12, 2012

Authorized Signature

David C. Moyano, P.E., S.E. - Vice President and Oregon Department Manager
(Print Name and Title)

2.2.1 Project Management for PE - Design Services

2.2.1.A.1. Mgmt and Org Structure / Chain of Command

Engained with a proactive management style and a client-focused perspective, HDR's **Project Manager / Price Agreement (PA) Manager, Stephanie Serpico, PE** will represent HDR as the single point-of-contact for the PA. As a former ODOT Consultant Project Manager, LPA Program Manager, and Area Manager, Stephanie will impart her knowledge of the federal, ODOT, and LPA policies and procedures into each project. Her experience will help secure federal funds, drive timely delivery, and produce high quality designs as if ODOT / LPAs were doing it themselves. When Work Order Contract (WOC) opportunities arise, Stephanie will collaborate with **HDR's Principal-in-Charge, Dave Moyano, PE/SE**, to assign WOC Project Managers and subconsultants from either our Oregon-based WOC PM pool or our diverse selection of partners. Together with the selected WOC PM, they will assign discipline leads by comparing the project needs with each individual's knowledge, skills, and abilities. Their criteria includes: similar ODOT/LPA project experience, technical expertise, site knowledge, owner / stakeholder relationships, project proximity, and availability. **Byron Perry, HDR's QA Manager**, will manage the overall QAQC Program for all projects, and will ensure that project-specific QA Leads are partnered with each WOC PM. Our Chain of Command, and a description of their roles and responsibilities, is shown on Pg 2.

2.2.1.A.2. Selecting, Utilizing and Managing Subs

Selecting Subconsultants. HDR has partnered with a wide range of specialty subconsultants, each selected based on their technical expertise, ability to deliver quality products, strong work ethic, and excellent prior working relationships with HDR and ODOT/LPAs. Each firm, aligned with their proposed role(s) to economically serve ODOT in every region, is depicted on our org chart (page 2). For each WOC opportunity, Stephanie Serpico, Dave Moyano, and our designated WOC PM, will collaborate to select the most appropriate subconsultants for the project's needs. Driven by the principle of "**Doing what is best for the project and the client**," our objective is to provide you with the best project team to efficiently solve the project issues.

Utilizing DMWESB Firms. HDR is committed to advancing DMWESB participation on our projects, as demonstrated by our record of achieving a 10% overall participation rate over the past 10 years. We have included 18 highly qualified DMWESB partner firms on our team, and we will use their services, when appropriate, to support this value.

Utilizing / Managing Subconsultants. HDR actively integrates each subconsultant into the team as *an extension of our own staff*. This is founded on an expectation that they actively participate in all project scoping and execution discussions; provide technical expertise to develop innovative and cost-saving solutions; support decision-making with thoughtful insight; proficiently develop scopes of work, schedules, and budgets for their assignments; and execute their work with care and precision. It is important to us that our subs perform their work correctly. Our PMs are responsible and accountable for making sure that HDR's quality / cost control procedures are being followed, and that our subs always act in the best interest of the client and project. *Bottom line: We acknowledge and accept that, as the Prime Consultant, HDR is responsible for all of the actions of our team – including our subconsultant partners.*

HDR's Local Leadership: PS&E Delivery Experts

Having led projects for ODOT and OR Local Public Agencies (LPAs) since the 1980s, HDR has an exceptional record for delivering practical, high-quality projects. HDR's management team provides:

- **Driven project leadership with an Owner's Perspective.** From our vast experience serving as the client, we know that our success is defined by achieving *the Owner's goals*. This principle has resulted in HDR's 85% client return rate and our outstanding performance history.
- **Integrated, full-service technical expertise across all disciplines.** HDR's Oregon staff, 220 strong, has the in-house expertise for EVERY discipline needed to deliver ODOT / LPA projects, while satisfying tight budgets and schedules.
- **Delivery expertise for all multi-disciplinary project types**, from fast-tracked / federally funded roadway projects, to LPA multi-modal / bridge projects, the HDR team has Primed and delivered more than 250 projects for ODOT and Oregon LPAs in the past 5 years.

HDR's Subconsultant Selection Process

- Performance on similar ODOT/LPA projects
- Technical expertise and an ability to add value
- Project proximity and site context knowledge
- Existing owner / stakeholders relationships
- Availability and cost-effectiveness
- DMWESB status / qualifications

2.2.1.A.3. List or Org Chart Showing Key Staff of Prime and All Subconsultants in Their Proposed Roles

HDR's organization structure was developed to effectively and efficiently respond to every project type solicited through this Price Agreement. Because we know that delivering projects "the ODOT and Oregon LPA way" matters, **all of HDR's proposed staff are assigned to Oregon and have prior ODOT / LPA experience.** This leads to an intrinsic understanding of the local context while reducing our design fees. With our diverse regional staff, we have the flexibility of offering a team consisting entirely of HDR, or one that includes multiple options for expert subconsultant support. Where a subconsultant is a designated Key Staff member, we have paired that person with an HDR Key Staff member to ensure continual, high-quality performance. (Note: Resumes for only those 10 individuals shown in bold are included).

HDR offers: (1) a trusted, client-focused PA Manager in Stephanie Serpico, PE, with deep ODOT and LPA experience; (2) a diverse pool of WOC Project Managers with a broad range of successful project types; (3) superior technical staff that understand both ODOT and LPA Design Standards and preferences; (4) geographic diversity in order to cost-effectively respond to needs anywhere in the state; and (5) a suite of 36 complementary subconsultant partners (18 of which are certified as DMWESB firms) with whom we have excellent working relationships.

PRICE AGREEMENT / CONTRACT MANAGER: STEPHANIE SERPICO, PE									Principal-in-Charge: Dave Moyano, PE/SE Quality Manager: Byron Perry, PE		HDR Project Phase Responsibilities	
Key Staff	Project Managers	Structural Eng	Roadway Design	Survey	Public Involvement	Hydraulics	Environmental	Right of Way	Geotechnical	HDR ROLES	RESPONSIBILITIES	
	Stephanie Serpico, PE Brian Baker, PE	Steve Drahota, PE	Dustin Cooley, PE	Brett Elithorp, PLS Mike Cooney, PLS (HDR)*	Alex Cousins	Shane Cline, PE	Brian Bauman	Leigh Enger	Park Piao, GE Rich Hannon, PE (HDR)*	Principal-in-Charge	<ul style="list-style-type: none"> Final WOC QA/ negotiations Client Service Feedback 	
	Project Mgrs Steve Drahota, PE* John Kalvelage, PE Mark Libby, PE Brendan LeBlanc, PE Don Moe, PE Byron Perry, PE Shane Cline, PE	Bridge Design Mark Libby, PE* Kevin Cox, PE Alex Lim, PE Doug Lampkin, PE Nick Clark, PE Tom Howell, PE Matt Bruno, PE Nina Sass, EIT MaryAnn Triska, EIT Matt McGuire, PE (Movable Bridge)	ODOT Hwy Design Byron Perry, PE* Brendan LeBlanc, PE Keith Scoggins, PE Mark Taylor Lesli Merhaut LPA Rdwy Design Don Moe, PE* Bridget Yelton, PE Pherak Hay Rawley Voorhies Julie Cox, PE	Surveyors Don Karsch, PLS John Scott, PLS	PI Support Bethany Tuttle* Tony Turano	Hydraulic Engrs Paul Worrlein, PE* Joelle Bennett, PE Stormwater Chris Higgins, PE* Bridget Yelton, PE	Wetlands/Biology Leandra Cleveland, PWS Matt Hutchinson* Marc Auten Fisheries Dave Ward Air/Noise Craig Milliken Permitting Donette Miranda Land Use Planning Corrinne Atkinson NEPA Susan Haupt James Gregory	ROW Leads Gary Taylor* Carol Windsor Jock Elliott Kari Lowe Christine Nickerson Sherri Parrish Patti Denman Brice Paris Janine Kidd Glenn Bridger	Geotech Engrs Nick Clark, PE HazMat Shelley Richards, PE Shannon Williams	WOC Set-Up, Development and Execution	<ul style="list-style-type: none"> PA Contract Manager PA Single-point-of-contact Assign WOC Project Mgr Assemble WOC-team WOC Oversight 	
	Scheduling Cathy Hastie, PMP Joseph Snider	CADD Heather Gonsior Ed Gahan	Utilities Byron Perry, PE*							Project Kick-Off	<ul style="list-style-type: none"> Scoping with ODOT & LPAs Develop detailed SOW Develop project budget Contract negotiations 	
	Partner Subs Project Mgr Support Casso Consulting (QA/QC) Cooper Zietz Eng (QA/QC) The Good Company (Sustainability)	OBEC ExelTech Consult. ZCS Eng.	OBEC Hickman Williams Asso. ExelTech Consult. Adkins Engineering ZCS Eng. Utilities Casso Consulting	OBEC Hickman Williams Asso. Dave Mills Consulting BlueDot W&H Pacific	JLA Public Involvement Cogan Owens Cogan Lois D. Cohen Assoc Zenn Assoc	GreenWorks WEST Consultants	Cultural / Historic WCRA Heritage Research Land Use Planning Angelo Plan. Group Cogan Owens Cogan Air/Noise Michael Minor Assoc.	Hanna McEldowney Appraisals JJ DeVoe & Assoc G. Donnerberg, Inc. Bill Adams	Shannon & Wilson Foundation Eng GRI Geotechnical Comforth Consult. Pavement Design Shannon & Wilson Pavement Serv. Inc.	Project Delivery Execution & Engineering	<ul style="list-style-type: none"> WOC Project Mgr Execute kick-off meeting Prepare Project Schedule Prepare Project Work Plan Prepare Project Quality Plan 	
	Traffic Analysis / Signals Jeremy Jackson, PE (HDR) Steve Speth (HDR) Smith Siromaskul, PE (HDR) DKS Kittelson & Assoc	Bike / Ped (multi-modal) Design Mark Taylor (HDR) Alta Planning & Design DKS OBEC Value Engineering Don Owings, PE / CVS (HDR)	Constructability Bill Barnhart (HDR) Heather Carter, PE (HDR) John Scott, PLS(HDR)	Railroad Design / Coordination Kurt Reichelt, PE (HDR) Scott Hale, PMP (HDR) Corey McManus, PE (HDR) Kevin Johns, PE (HDR)	Landscape Architecture / Streetscape Design Sara Hoeber (HDR) Oliver Kuenhe (HDR) SERA Architecture Alta Planning & Design Greenworks Atlas Engineering	HDR's Chain of Command: 1. Principle-in-charge: Dave Moyano, PE/SE 2. PA Manager: Stephanie Serpico, PE 3. PA Quality Lead: Byron Perry, PE 4. WOC Project Mgrs: TBD based on project needs 5. WOC QA/QC Leads: TBD based on project needs 6. WOC Discipline Leads: TBD based on project needs					<ul style="list-style-type: none"> WOC QA/OC Lead Review/approval of QC Plan Internal QC audits /oversight 	
										Discipline Leads	<ul style="list-style-type: none"> Task management Inter-disciplinary coord. Task-specific deliverables 	
										Project Staff	<ul style="list-style-type: none"> Task execution Contract document prep. Environmental documentation & permits 	
										Sr. Constr. Staff	<ul style="list-style-type: none"> Constructability reviews Plan & quality reviews 	

Legend: * = HDR Technical QC Lead; ■ = DMWESB Firm; ■ = Full-service Partner Firms



2.2.1.B.1. Methods of Coordinating and Expediting Projects to Meet Schedules without Sacrificing Quality

Rooted in the need for constant coordination with the internal team and the ODOT / LPA Project Manager, we understand that schedule adherence is the cornerstone of staying within budget, maintaining public trust, and achieving project success. As our references will testify, HDR maintains its project schedules, without sacrificing quality, through:

- ✓ diligent project management practices; dedicated technical leads; and a “can do / must do” attitude towards meeting the project goals, objectives, and commitments. Specific methods include conducting or developing:
- ✓ Regular client coordination meetings to show status / resolve issues.
- ✓ A known and mutually accepted project scope, schedule, and budget.
- ✓ Regular updates and performance analysis versus the baseline, critical-path schedule to articulate the task interdependencies, QC timelines, and delay consequences.
- ✓ Schedule flexibility to accommodate unanticipated project changes.
- ✓ Clearly articulated roles and responsibilities for each team member.
- ✓ Supportive management tools such as Risk Registers, Decision Logs, and Action Item lists to support well-founded / timely decision-making.

Other schedule-expediting procedures that we actively implement are:

- **The timely preparation of WOCs.** Within 48 hours of selection, our WOC PMs communicate with the client to confirm the project’s opportunities & constraints, and begin the WOC preparation process.
- **A PM focus on common critical path risks, such as the environmental / permitting and ROW acquisition processes.** HDR’s environmental & permitting leads know when and how permit deliverables must be completed, and what agency review timelines control, so that construction can occur during approved work windows. HDR also has an unrivaled knowledge of ODOT’s Right of Way manual and processes. Our staff routinely delivers ROW acquisitions in extremely aggressive timelines, such as we demonstrated on the federally funded Sunrise JTA and Sellwood Bridge projects.
- **Making the right staff assignments.** Selecting the right team, with proximity to the project, is essential to assure timely execution based on local context. The HDR PM will confirm the proposed technical staff and assign appropriately experienced production staff for cost-effectiveness. HDR also brings statewide subconsultant partners (see Figure 1) with whom we have successfully delivered fast-tracked projects.

2.2.1.B.2. Flexibility and Approach for Adjusting Schedules or Staffing to Meet Schedule

Maintaining the final PS&E date is our response to schedule change, and we do this through timely, *open communication, anticipating the impacts, and managing the change process*. We quickly identify schedule variances and recommend solutions for implementation. Our approach for managing change includes:

- Identify the cause for the schedule variance.
- Identify impacts to the critical path.
- Develop a strategy to mitigate the impact and immediately communicate to all.
- Identify project elements that can be accelerated or completed concurrently to re-establish schedule float.

Figure 1. Our local knowledge expedites the schedule without sacrificing quality



PROOF: HDR Successfully Adjusts and Expedites Schedules to Meet Client Deadlines
 On the federally funded US30: Havlik Drive project for ODOT / City of Scappoose, **ODOT requested that HDR accelerate the delivery of the project, without sacrificing quality, from 60% plans to Final PS&E in just 5 weeks** in order to seize ARRA funds. HDR met the deadline by fast-tracking the completion of final roadway plans, environmental clearances and permits, and railroad crossing order.

- Explore opportunities for augmenting experienced staff from the HDR Team’s deep resources.
- Communicate the recalibrated schedule to the team.

2.2.1.C. HDR's Quality Control Procedures & Policies for PE-Design

Led by Byron Perry, PE, HDR's statewide Transportation QAQC Manager, HDR has a long history of implementing a comprehensive Design Quality Plan (DQP) developed specifically for ODOT / LPA projects – **resulting in quality that is built in, not added on.** HDR's DQP sets the framework and defines the detailed processes to ensure design deliverables, including all PS&E and decision-making documents, conform to contract requirements and the client's intent. For each WOC assignment, Byron will ensure that:

1. HDR's DQP is customized by the assigned WOC PM and QA Lead for the specific project needs, and
2. That appropriate QC duties for each discipline are assigned, budgeted, scheduled-in, and fully understood.

The project-specific DQP includes our detailed approach for the following components, procedures, and policies:

- **Culture of Quality Expectations:** HDR's policy defining and describing the roles, responsibilities, and method of accountability for all staff on a project.
- **Staff Assignments:** Designate specially trained QA leads for each WOC; assign and commit designers, independent reviewers, and senior staff for each role (aligned with project complexities and their expertise).
- **Use of Internal (HDR Team) and External (ODOT "over-the-shoulder") Reviews:** Schedule-in and budget QC reviews of all deliverables, resolved *BEFORE* submission to ODOT / LPAs, and offer "over-the-shoulder" review meetings with client staff.
- **Design Review Process:** Utilize succinct discipline-specific *and* inter-disciplinary checklists, with a focus on constructability and bidding success.
- **Internal Audits:** Conduct regular audits by the WOC QA Lead to maintain DQP compliance.
- **PIC Mgmt Oversight:** Set 0%, 30%, 60%, and 90% Mgmt reviews with the Principal-in-Charge to assess project risks and develop resolution actions.
- **Document Control Process:** Prepare comprehensive review documents for QAQC integrity.
- **Cost Control Process:** Use HDR's proven project management system to monitor a project's budget & expenditures, and to forecast project performance.
- **Project Development Plan:** Maintain a Project Development Plan that includes tools to track project decisions, risks, and changes that impact scope, schedule, or budget.

PROOF: HDR's Quality Program sets the Industry Standard

As author of a statewide Consultant Quality Program for ODOT, Byron Perry was the only Consultant asked to present to the scan team for the *NCHRP Project 20-68A Scan 09-01 Best Practices in Quality Control and Assurance in Design*, published in July, '11.

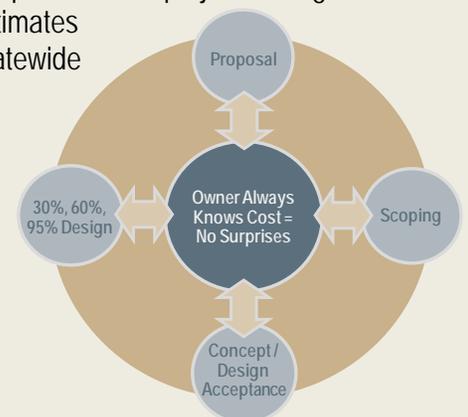
2.2.1.D. Construction Budgeting

HDR is keenly aware that there is no going "back to the well" for additional project funds. For this reason, we rigorously implement a "Design to Budget" philosophy to minimize scope creep and preserve the project's budget integrity. Starting with the proposal and scoping stage, we develop construction estimates using a planning-level estimating method, calibrated against data from over 300 statewide ODOT projects we've delivered in the past 5 years. Then, throughout the design process, we refine the estimates to incorporate design elements being established using determined quantities, site-specific unit costs, and contingencies appropriate for the level of design – always keeping the client informed of the estimating results. When appropriate, we utilize our construction experts for contractor-style estimates. We also develop a project charter addressing the protocols for potential cost overruns. The charter prioritizes project components, stakeholder needs, and potential phasing options. If an overage is identified, the team will develop and vet strategies to remedy the issue, such as:

- Finding practical design or innovative solutions
- Conducting Value-Engineering sessions
- Considering phasing options for high-value components
- Reducing scope
- Adding alternate bidding techniques to reduce pricing

Example #1: The Sunrise JTA Project is using "Add Alternate Bidding" to prioritize those Practical Design elements with the most value, including: multi-use paths, a pedestrian bridge and walls, landscaping, paving, and drainage.

Example #2: During every phase of Bend's G.O. Bond project, including before NTP, HDR developed construction estimates to ensure that each project would be delivered under the bond's budgetary limit, eliminating bond penalties.



2.2.2. Cost-effectiveness for PE - Design

2.2.2.A.1. Ensuring Cost-effective Tasks and Deliverables

HDR has been partnering with ODOT and LPAs since the 1980s. Our repeat business is rooted in our ability to deliver cost-effective tasks and products. First and foremost, we do this by assigning experienced and qualified PMs and discipline staff to execute the work, backed up by a robust QAQC process to verify design accuracy “the first time.” Our staff then executes the components of our Action Plan (shown on the right). In addition to the Action Plan, we also have guiding principles that steer our cost-effectiveness:

A. Work within our contractual budget. Maintaining the budget requires diligence by the team, both to stay on task and to anticipate potential project risks. To ensure cost-effective tasks and deliverables, our PM and Discipline Leads:

- **Manage to the approved SOW and budget.** HDR’s WOC PMs manage their teams within the project budget and scope; manage change by anticipating unplanned or out-of-scope activities with the client about their relative value; provide notification and negotiate out-of-scope work before it is performed; and regularly compare performance against the contracted scope / budget.
- **Maintain team consistency.** Keeping the staff originally assigned eliminates learning-curve costs. HDR’s internal software (WorkPlan) shows assigned work hours for each staff member. This, along with routine monitoring, allows HDR to schedule workload commitments months ahead of the need.
- **Provide a mix of staff levels and experience.** We assign staff with the right level of experience, coupling senior professionals and technical experts with entry-level staff, so that the design fee investments on projects are wisely spent. We leverage senior staff experience by having mid- and junior-level staff, cross-trained to perform multiple tasks, perform the routine analysis and production work, as appropriate.
- **Set up projects with the end in mind.** HDR staff is accustomed to working on projects with multiple deliverables and authors. HDR tailors style guides and templates for MS Word documents as well as for graphics and CADD deliverables, thus minimizing potential re-work and keeping costs to a minimum.

HDR’s Value Engineering (VE) Expertise

HDR has one of the only certified Value-Engineering specialists in Oregon. Having led more than 15 VE studies in Oregon since 2006, including on the Sellwood Bridge project, Don Owings has documented more than \$35M in savings for practical VE solutions.

HDR’s Action Plan to Ensure Cost-effective Tasks and Deliverables

WOC Development and Management

- Develop a detailed understanding of project goals & commitments.
- Develop timely & accurate fee estimate (i.e., BOC).
- Develop clear, concise, and thoughtful SOW tasks, assumptions, and deliverables.
- Monitor task percent complete, percent spent, and forecasted need using Earned-Value methodologies.

Project Team Management

- Partner with ODOT / LPA through project chartering.
- Assign PMs with expertise managing multi-disciplinary teams on similar projects.
- Assemble a “right-sized” team configured for the phase.
- Assign staff with the appropriate level of experience and look for cross-trained staff to perform multiple duties.
- Integrate contingency staffing into the WorkPlan, as needed, to support fast-track schedules.
- Anticipate changing project conditions and implement effective, low cost mitigation strategies.

Project Development and Execution

- Utilize our deep knowledge of ODOT procurement and funding requirements to eliminate rework.
- Develop designs consistent with the site context and the specific client’s design practices and preferences.
- Implement practical design solutions without sacrificing safety or quality.

B. Maintain the construction budget during design (aka, our “Design-to-Budget” philosophy) to provide value. HDR uses in-house VE or construction staff to develop baseline construction cost estimates and construction schedules. Our design decisions and recommendations are influenced by this information, and these data enable our design team to immediately flag cost risks such as material escalation, contractor risk pricing, or constructability issues tied to site constraints. As a natural byproduct of this approach, we often recommend Practical Design alternatives that reduce fees.

2.2.2.A.2. Ensuring Low Expenses for Travel, Lodging and per Diem

With the HDR network of five full-service offices throughout Oregon and its supporting offices, augmented by our full-service teaming partners, we have a strong, statewide presence to serve every ODOT region, city, and county. This proximity results in immediate attention for any issue or need. It also directly results in minimized costs for travel, lodging, meals, and other expenses.

As shown on the right, HDR has an Action Plan to minimize expenses and other direct costs. HDR will direct our entire team to use the latest in communication technology (conference calls, web meetings, video conferences, etc.) to minimize travel costs. Further, we use conference calls in lieu of in-person meetings when there is no loss in effectiveness. For instance, we routinely conduct client meetings from our Bend office and conference in staff from our Portland, Salem, or anywhere else in the country using our video conferencing technology. Our web-based system manages and tracks the information flow, creating a virtual office anywhere there is an Internet connection.

HDR's Action Plan to Ensure Low Expenses for Travel, Lodging, and Per Diem

Expense Cost Control Considerations

- Assign local project staff with prior site experience
- **Bundling Site Visits:** Coordinate site visits between staff members, and bundle visits with other meetings to minimize mobilization and travel costs (e.g., survey, utility locates, geotechnical explorations, wetland delineations, plant and haz mat surveys, etc.)
- **Travel Time:** Carpool with other staff, arrange other meetings to share cost, or maximize teleconferencing.
- **Travel Expenses:** Track daily expenses, rigorously complying with ODOT or applicable LPA requirements.
- **Overnight Lodging:** HDR uses the closest, most economical accommodations while using corporate or state contractor rates.
- **Utilize Video and Conference calls** to minimize travel.

2.2.2.B.1. Methods, Tools and Processes for Developing Estimate for Services

HDR has a 5-step process to methodically develop fee estimates such that the Owner has a complete understanding of the cost for each task. This process has been proven successful for years because it results in documented assumptions, detailed tasks, "what if" (i.e., contingency) scenarios, and specific deliverables. It also starts our Project Delivery process.

Step 1. Initial Project Understanding and Team Selection. As part of the WOC proposal process, Dave Moyano and Stephanie Serpico will select the most appropriate WOC PM, technical discipline leads, and subconsultant partners to develop the initial scope, estimate, and schedule. These initial documents will be based on information gathered from existing project documentation including Project Prospectuses, Information sheets, Scoping and Preliminary Reports, discussions with the client and stakeholders, historical records, as-constructed data, and preliminary site visits.

Step 2. Initial Award Meeting with Client PM. Within 48 hours of selection, the WOC Project Manager will contact the ODOT / LPA PM to discuss the project. HDR's WOC PM will inquire about: (1) the merits of the Project Approach offered by both HDR and competing consultants contained in the proposals in order to capture the best ideas; (2) the project drivers, goals, objectives, and risks; (3) the client expectations of the HDR Team while delivering the project; and (4) the

administrative details associated with the WOC development such as pricing, schedule, risks, constraints, and other client-specific requests that inform the project delivery process.

Step 3. Scope and Schedule Development. The WOC PM and Technical Leads will collaboratively establish a comprehensive SOW and project delivery schedule prior to the development of any fee estimate, and meet with the ODOT / LPA PM to confirm the information. To develop these documents, HDR:

- Reviews all existing project information and scoping documents to set a 360° project understanding.
- Conducts site visits and scoping meetings with the ODOT / LPA staff.
- Determines elements that must ultimately be constructed within the project.
- Determines schedule drivers such as public input, ROW acquisition, environmental studies and permits, and utility conflicts.
- Determines construction schedule drivers such as critical path operations, utility work windows, and seasonal impacts (e.g., in-water work periods and paving windows).
- Develops the SOW & schedule tailored for the client expectations, preferences, and review processes.
- Compares the SOW and schedule against those from other recent, similar projects.

Step 4. Fee Estimate Development. Once we have established a confirmed SOW and delivery schedule, HDR will prepare a detailed level of effort (LOE) for each scope element by each discipline lead. Each LOE takes into consideration both historic staff production rates, unique aspects of the work, and client preferences identified in Step 2. The number of staff required to complete the work is based on the level of effort to meet the task duration(s) identified in the project schedule. Once each Discipline Lead has completed their estimated fees, the WOC PM validates and transfers the data into either the ODOT BOC or the LPA's preferred spreadsheet tool. The HDR Team builds its fee estimate using: (1) the information

contained within the pre-approved Escalation Salary Rate Schedule, using our FAR OH and appropriate classifications for each staff member; and (2) ODOT's Profit Worksheet based on project-specific risks. Once the estimate is developed, the WOC PM will conduct coordination meetings so that inter-disciplinary tasks are consistently estimated and reasonable. After thoroughly QC'd by our internal project controllers and accountants, the WOC Manager performs a final review of the entire fee estimate to ensure it is complete, measured against the SOW and schedule, and reasonable as compared to actual design fees from other successful projects.

Step 5. QAQC Reviews: (See Section 2.2.2.B.2)

2.2.2.B.2. Methods for Ensuring Fair and Reasonable Estimates

Each set of contract documents, including the SOW, schedule and fee estimate, undergoes a formal QAQC process before submittal to the client to verify that HDR is submitting accurate, reasonable, and reliable fee estimates that are fair to both the government and our team. This QAQC process includes:

- A comprehensive, independent QC review of the scope, schedule, and fee by both the PA Manager (Stephanie Serpico) and HDR's Transportation Business Group Manager, (Brian Baker).
- Comparisons against similar projects, industry standards (percent of construction), and metrics

As part of the OTIA III Bridge Program, HDR developed and implemented a Fee Estimate Review procedure used on >45 contracts in the last 5 years. This process resulted in a \$120M savings to ODOT.

(historical per-plan-sheet count) will be utilized to assess the reasonableness of the fee.

- A Full-Time Equivalent, resource-loaded schedule calculation to assess the reasonableness of the designated staff required to complete the task.
- A final WOC review is conducted by HDR's Principal-in-Charge, Dave Moyano, before submittal.

2.2.3. Project Team / Qualifications for PE-Design

2.2.3.A. PM's Experience with Similar Teams

HDR's work order managers have decades of experience managing multi-disciplinary teams preparing comparable preliminary designs and PS&E construction documents on projects delivered through ODOT's Office of Pre-letting. PA Manager / Project Manager, Stephanie Serpico, PE, will work with each WOC PM to assemble a team of technical and environmental / permitting specialists that best fits the project needs. Each team will also include a QC Lead and Construction specialist to provide input on constructability issues and perform "bidability" reviews. This collaboration during design allows a smooth transition between the design and CA/CEI team members.

HDR's team has collective experience gained on more than 250 recent state and federal aid transportation projects, all of which required highly skilled, interdisciplinary teams working in close collaboration to achieve client satisfaction and project goals.

Key Staff: PA Manager / WOC Project Manager, Stephanie Serpico, PE, has nearly two decades of transportation engineering and construction experience managing large multidisciplinary teams - often with multiple, concurrent deadlines and fast-track schedules. As an ODOT Project Leader and Consultant Project Manager, she delivered



"Stephanie has done an excellent job ... She has managed a diverse team of subconsultants, projects, timelines and budgets while maintaining great communication with City staff, citizens and community groups." –Nick Arnis, City of Bend Public Works Project Manager on the Bend G.O. Bond Project

50+ projects. A recent example of her experience delivering Local Agency projects is her work on the City of Bend's G.O. Bond program; she assembled a team to successfully administer, design and construct six projects, and has artfully led design teams to meet schedules, budgets, client, and community expectations. Half of this ambitious program has been delivered within budget in the first 12 months.



"Brian Baker has done a good job of leading the project... he's an effective project manager and he does a good job of pulling together a big team with several subs." – Matt Freitag, ODOT PM on the FFO – I-205 @ NE Airport Way Interchange

Key Staff: Project Manager, Brian Baker, PE, is another WOC Project Manager available to ODOT from the HDR Team. Brian brings three decades of experience in design/delivery of transportation projects in Oregon and throughout the Northwest. His experience ranges from the management of local arterials and bridges to large DOT interchanges. He regularly oversees development and implementation of project goals and strategies, engineering tasks, performance, and contract negotiations. He often serves as Senior Project Manager and Project Principal on complex programs/projects for DOTs and LPAs, establishing the vision for project execution and providing leadership to interdisciplinary teams responsible for tasks such as preparing accurate, cost-effective preliminary and final PS&E documents.

Other Local HDR Project Managers: In addition to the solid experience base of Stephanie and Brian, HDR also offers seven other Oregon-based WOC PM options, each bringing an in-depth familiarity with ODOT and LPA requirements, processes, and key issues for various project types. Collectively, HDR's WOC PMs have successfully and economically delivered highway, roadway, bridge, bike/ped, freight, transit, and other full-service project types throughout Oregon for ODOT Regions and LPAs.

HDR has generally grouped its WOC Project Managers into the three primary project types that ODOT and LPAs offer to Consultants: ODOT Highway, Local Agency Roadway, and Bridge / Culverts. We have done this to have our Project Managers remain current on

industry trends, innovative delivery methods, and the design context and culture associated with each client type. Each classification has its own unique features, such as FHWA guidelines for highways, municipal preferences for local roads, and technical design innovations for bridges and culverts. Supporting each group of WOC PMs is a deep bench of designer engineers with extensive experience developing Plans, Specifications, and Estimate (PS&E) bid packages.

PM Expectations Drive Team Performance:

- Working with the ODOT/LPA PM to negotiate and deliver the WOC scope, schedule, and budget.
- Continually communicating to assure client satisfaction.
- Providing day-to-day management of WOC team.
- Monitoring the performance of staff and subconsultants.
- Implementing the WOC DQP with QA Lead.

ODOT HIGHWAY - HDR's Highway PMs have comprehensive experience on ODOT projects through OPL, providing security that they will be designed and delivered "the ODOT Way."

- Project Managers:**
- Brian Baker, PE
 - Stephanie Serpico, PE
 - Brendan LeBlanc, PE



EXPERIENCE

- FFOI-205 @ Airport Way Inter., ODOT R1
- Havlik Dr. Interchange, ODOT R1
- I-84: E. Portland Fwy-181st, ODOT R1
- OR213: E. PDX Fwy-Conrad Dr, ODOT R1
- FFO OR212/224 Sunrise Corrid., ODOT R1

LOCAL AGENCY ROADWAY - HDR's experienced Local Roadway PMs are experts at understanding site-context to deliver practical solutions.

- Project Managers:**
- Stephanie Serpico, PE
 - Don Moe, PE
 - Dustin Cooley, PE
 - Byron Perry, PE



EXPERIENCE

- 18th / Empire Roundabout, City of Bend
- Reed Market Improvements, City of Bend
- Union St Bike/ Ped Project, City of Salem
- Aloha - Reedville Arterial, Washington Co.
- Boekman Rd, Extension City of Wilsonville

BRIDGE / CULVERTS - HDR's Structural PMs are experts at leading the development of efficient, low maintenance bridge and culvert projects.

- Project Managers:**
- Mark Libby, PE
 - John Kalvelage, PE (now with HDR)
 - Steve Drahota, PE
 - Shane Cline, PE



EXPERIENCE

- I-5 Br. Seismic Retrofit (Phase 2), ODOT R1
- 82nd Drive over I-205, ODOT R1
- Bateman Creek Bridge, ODOT R1
- American Lane Bridge, City of Bend
- Beaverton Crk Culverts, Clean Water Serv.

2.2.3.B.1. Qualifications and Experience of Services Self-Performed by HDR

HDR is one of the few remaining, true full-service transportation firms in Oregon. **With 220+ Oregon-based, in-house experts corresponding to literally every discipline identified in the scope of services**, HDR is fully equipped to complete any assignment for any project type. In the last 5 years alone, HDR served as Prime and self-performed more than 51% of the work on over 20 ODOT / LPA projects, worth more than \$85M. Additionally, because of our firm’s size and range of expertise, we can instantly mobilize our national technical experts to help ODOT / LPAs solve unusual project challenges, similar to our response on Oregon’s Phase 2 Bridge Seismic Retrofit Pilot Project (see details on the following page). HDR offers an extraordinary breadth of services for ODOT / LPA projects, including such disciplines as:

- **Highways / Roadway:** With dedicated engineers focused on both ODOT highways and local roads, HDR has the team to suit any project, from a major highway improvement to a new local street connector.
- **Bridge / Culverts:** HDR has local experts for the design of bridges, bridge widenings, Phase 1&2 seismic retrofits, rehabilitations, movable bridges, and culverts - for all material types, span lengths, and construction methods.
- **Environmental / NEPA / Permitting:** HDR’s full-service environmental team is knowledgeable about every facet of NEPA compliance. Our staff has excellent working relationships with regulators to streamline permitting.
- **Right of Way:** HDR is Oregon’s largest Right of Way firm. With 18 Right of Way professionals, most coming from ODOT, we know the ODOT ROW Manual & Uniform Act inside and out, to process all steps quickly and legally.
- **Railroad Design & Coordination:** HDR is a recognized leader in railroad engineering. We have a local, full-service team with deep RR relationships to support projects, including Crossing Orders and C&M agreements.
- **Multi-Modal Bike / Ped / Transit:** HDR’s internal multi-modal design staff has decades of experience complementing the roadway teams to develop bike / ped-friendly improvements, and transit oriented development.

2.2.3.B.2. Three Example Projects in which HDR Self-Performed More than 51% of the Project Work.

In addition to these examples, see Table 3 (Pg 12) for other projects that demonstrate our ability to meet this req’t.

Table 1. HDR’s Staff Available for Project Assignments

Technical Discipline	HDR		Subs
	Assigned Local Staff	Nearby WA & ID Staff	Oregon staff
Structural / Bridge Engineers	27	33	87
Highway / Roadway Design	33	43	60
Survey	2	5	44
Geotechnical	2	3	88
Hydraulics	12	9	9
Environmental	16	17	55
Right of Way	11	16	16
Public Involvement	3	11	64
Traffic Engineering	5	14	80
Constructability	5	5	28
Bike / Ped	2	7	101
Rail Design/Coordination	12	10	4
Landscape Arch/Streetscape	2	3	33
TOTAL	132	176	669

US30: Havlik Drive Int. / Havlik Dr. Extension Sec, ODOT (Federal / State funds)

Location: Scappoose, OR
 Year Started: 2009
 Total Contract: \$0.63M
 % PE Performed by HDR: 66%

- HDR-provided Services:**
- ✓ Project Management
 - ✓ Preliminary Surveys
 - ✓ Roadway / TCP Design
 - ✓ Utility Coordination
 - ✓ Environ. Analysis, Docs, Compliance, and Permitting
 - ✓ Final Plans / Specs / Est.
 - ✓ Bidding Assistance
- ☑ HDR Work Exceeds 51%**

HDR designed the conversion of a 3-way intersection at US30 and Havlik Road into a 4-way intersection, and provided an extension of Havlik Road to an area planned for economic development by the City of Scappoose, OR. The project adds a right-turn channelization on US 30 at Havlik Drive and extends Havlik Drive east from the intersection at US30, across the Portland and Western Railroad to ultimately tie to 2nd Avenue.

HDR was contracted to perform the following:

- Perform roadway engineering incl. TP&DT, stormwater, and signing and striping.
- Design a jacking & boring for a City waterline.
- Design an improved signalization and illumination.
- Prepare and merge Final PS&E documents from a prior City project with this ODOT project within a fast-tracked, 7½ week period.



FFO I-5: Hood Ave. – Nyberg Creek Bridge Seismic Retrofit and Widening (WOCs 3&4), ODOT (Federal / State funds)

Location: Washington /Multnomah Counties (Region 1)
 Year Started: 2011 (Ongoing)
 Total WOC Contract: \$2.37M
 % PE Performed by HDR: 55%

HDR is designing and developing a PS&E package for this Phase 2 Bridge Seismic Retrofit / Widening project (eight bridges), the first of its kind in Oregon. To support ODOT's 2012 Lifeline Safety Routes project, HDR developed seismic retrofit and widening designs to withstand a 1000-year seismic event. With an extremely tight delivery schedule to secure \$12M in federal funding, HDR was contracted to perform the following:



☑ HDR Work Exceeds 51%

HDR-provided Services:

- ✓ Project Management
- ✓ Prospectus Preparation
- ✓ Bridge Analysis / Design
- ✓ Roadway TCP Design
- ✓ Railroad Coordination
- ✓ Environ. Analysis, Docs, Compliance, and Permitting
- ✓ Public Involvement
- ✓ Right of Way Appraisal and Acquisition
- ✓ Final Plans / Specs / Est.
- ✓ Traffic Analysis
- ✓ Landscape Architecture
- ✓ Bidding Assistance

- **Project Prospectus Support** – Prelim. Eng for OTC Letter
- **Conceptual Design** - Development of ODOT's only Phase 2 Seismic Retrofit Design Criteria.
- **PS&E and Design** - Engineering support services including geotechnical explorations and analysis for deep foundations and liquefaction mitigation. Comprehensive PS&E bid documents accounting for challenging site access, limited I-5 mobility restrictions, and tight construction tolerances, and utility and RR coordination.
- **Environmental Studies and Permitting** – Includes technical studies, NEPA documentation, wetland delineations, and multiple local permits.
- **ROW Appraisal and Acquisition** - Acquired in less than 6 months.

CLIENT FEEDBACK: "...thank you for the great quality of work and the high professionalism...I am very pleased with their performance." – Albert Nako, ODOT

I-5: Rice Hill Frontage Rd - Comstock Cemetery Rd, ODOT (Federal / State funds)

Location: Douglas County (Regions 3)
 Year Started: 2008
 Total WOC Contract: \$1.9M
 % PE Performed by HDR: 85%

HDR prepared DAP and final PS&E for six structurally deficient bridges, and incorporated a Region 3 designed IM preservation project into the PS&E Bid Set. The delivery of this project was fast-tracked to eliminate a potential conflict with an overlapping Design-Build project on I-5. HDR was contracted to perform the following:



☑ HDR Work Exceeds 51%

HDR-provided Services:

- ✓ Project Management
- ✓ Bridge Rehabilitation Analysis / Design
- ✓ Roadway TCP Design
- ✓ Environ. Analysis, Docs, Compliance, and Permitting
- ✓ Erosion Control
- ✓ Railroad Coordination
- ✓ Public Involvement
- ✓ Final Plans / Specs / Est.
- ✓ Traffic Analysis
- ✓ Bidding Assistance

- **Bridge Design** –Structural analysis and design for six bridge rehabilitations including a Class 3 deck rehabilitation (replacement), bridge rail rehabilitation, girder strengthening, end bent erosion control remediation, cross beam strengthening, and end bent strengthening.
- **Erosion Control** - Designed an erosion control remediation to prevent end bent undermining.
- **Traffic Analysis and Control** - Developed a Traffic Management Plan (TMP) and Traffic Control Plans (TCPs), including an extensive median diversion, to minimize construction impacts and to coordinate with the Region 3 concrete panel repairs from MP 148.21 - 169.19.
- **Railroad Coordination** – Coordination with UPRR and development of a Crossing Order for improvements.
- **Environmental Documentation and Permitting** – Prepared environmental documents and permits.
- **PS&E Preparation** - Developed PS&E documents for bidding through OPL including the merging of Region 3 design documents into the final Bid package.

2.2.3.C. Key Staff Resumes

HDR's highly experienced Key Staff (see resumes appended to this submittal) have effectively delivered ODOT / Oregon LPA projects for decades by focusing on the client's interests. For attributes of our Key Project Managers, please see Section 2.2.3.A. Other Key Staff are described as follows:

Table 2: HDR's Key Staff are experts at both leading full-service, multi-disciplinary teams and delivering practical, cost-effective PS&E packages – **the way ODOT / LPA clients want them.** They are continuously supported by HDR's management team for continuity and cost-effectiveness.

Staff Name	Relevant Projects
<p>HDR / Mark Libby, PE (Structural Eng) – 25 years of experience successfully managing the design & production for multi-discipline, fast-track, complex concrete and steel bridge projects.</p>	<ul style="list-style-type: none"> ● ODOT, Sunrise Corridor JTA ● Clackamas county, Boardman Crk Bridge Replacement ● ODOT, Bateman Crk Bridge ● USACE (Hood Cnty), Wyeth Bridge
	<ul style="list-style-type: none"> ● ODOT, West Humbug Crk ● ODOT, I-5: Nyberg–Hood Ave Bridge Seismic ● ODOT, I-5:Rice Hill Frtg Rd – Comstock Rd
<p><i>“...you are professional, thorough, pleasant, and fun.” – Jerilyn Irvine, ODOT</i></p>	
<p>HDR / Dustin Cooley, PE (Roadway Design) 13 years of experience managing roadway PS&E projects and teams; applies AASHTO, state, and local agency design standards to develop PS&E designs.</p>	<ul style="list-style-type: none"> ● ODOT, FFO – I-205 @ NE Airport Way Interchange ● ODOT, I-84: E. PDX Fwy to 181st ● ODOT, OR213, E. PDX Fwy-Conway
	<ul style="list-style-type: none"> ● ODOT/City of Scappoose, Havlik Drive Extension ● City of Vancouver, 39th St Bridge Replacement ● City of Vancouver, 18th St
<p><i>“...very effective...Dustin was responsive.” – Tim Smith, ODOT</i></p>	
<p>Bret Elithorp, LPS / PE (Survey / OBEC) Senior surveyor; completed 40+ ODOT / LPA projects incl. highways, roadways, utility relocation, bridges, traffic interchanges.</p>	<ul style="list-style-type: none"> ● ODOT, US 26: SE 122nd to SE 176 ● ODOT, Sunrise Corridor JTA (OR 212/224: I-205 to 122nd Ave.)
	<ul style="list-style-type: none"> ● ODOT, OR 217 Active Traffic Management Project ● ODOT, OR 213: I-205 Redland Road Overcrossing.
<p><i>“I have no hesitation in recommending him.” - Pat McDougal, City of Lake Oswego</i></p>	
<p>HDR / Alex Cousins (Public Involvement) 20 yrs of experience; Designed and implemented award-winning public outreach and engagement plans for many ODOT projects in Regions 1, 2, 3, and 4.</p>	<ul style="list-style-type: none"> ● City of Bend (OR), Transportation G.O. Bond Projects ● Multnomah Co., Sellwood Bridge EIS and Final Design ● ODOT, OTIA III Bridge Program
	<ul style="list-style-type: none"> ● ODOT, U.S. 26: Wildwood to Wemme EA ● ODOT, I-5 Interchange Improvements, Ashland, OR
<p><i>“...consistently impressed by his creativity, follow-through, and high standards” – Mike Pullen, Multnomah County</i></p>	
<p>HDR / Shane Cline, PE (Hydraulics) 20 yrs managing water resource projects, incl. culvert replacement, fish passage, stream restoration and stormwater mgmt projects. Stormwater analysis & hydraulics expert.</p>	<ul style="list-style-type: none"> ● Clean Water Svcs, Beaverton Crk Culvert Replacements ● ODOT, West Humbug Crk ● Douglas Co (OR), Roberts Crk ● Clackamas County, Boardman Creek Culvert Replacements
	<ul style="list-style-type: none"> ● ODOT, Bateman Crk Bridge ● City of Wilsonville, Boeckman Rd Extension ● Wyeth Site Design, Hood River ● ODOT, OR213 Conway Dr-Henrici Rd
<p><i>“Mr. Cline kept on top of things and never let up. He’s very responsive ... I’m very impressed.” – Gail Lovell, USACE</i></p>	
<p>HDR / Brian Bauman (Environmental) 16 yrs of experience; strong relationships with environmental regulators. Permitted / monitored >200 OTIA projects in OR. Scoped hundreds of projects for ODOT and LPAs. Expert at early ID of environmental challenges and schedule implications, including constr. & maintenance operations.</p>	<ul style="list-style-type: none"> ● ODOT, I-5 Willamette River Bridge ● ODOT, State Radio Project ● ODOT, I-5 Bellline Intersection ● ODOT, I-84: Sandy River Bridge ● ODOT, OTIA Bundle 414 – 7 bridge Replacements in Region 5 ● ODOT, I-5: Coast Fork Willamette
	<ul style="list-style-type: none"> ● ODOT, OR 38: Elk / Hardscrabble Crk D-B ● ODOT, Sunrise JTA ● ODOT, OTIA Bundle A02 –9 bridges in Region 2 and 3 ● ODOT, I-5: North Santiam – S. Jefferson
<p><i>“...exceptional environmental specialist...” Tim Dodson, ODOT; “Brian made it happen...” – Dick Upton, ODOT</i></p>	

<p>HDR / Leigh Enger (Right of Way) 16 yrs exp; former ODOT ROW Relocation Reviewer. HDR's ROW Discipline Manager for 18 dedicated ROW staff.</p>	<ul style="list-style-type: none"> • ODOT, FFO – I-205 @ NE Airport Way Interchange • ODOT, Newberg-Dundee Bypass • ODOT, OTIA III Bridge Program ROW Lead 	<ul style="list-style-type: none"> • ODOT, Sunrise JTA • Mult Co., Sellwood Bridge • ODOT, I-5 Woodburn Interchange
<p><i>“...clear, concise communication and effective project management.” – Chuck Maggio, Multnomah County</i></p>		
<p>Park Piao, PE/GE (Geotechnical / S&W) 23 yrs exp analyzing & designing bridge foundations and retaining walls; evaluating soft ground and seismic ground improvements</p>	<ul style="list-style-type: none"> • ODOT, Sunrise Corridor JTA • Coos County, Lampa Lane Landslide Mitigation. 	<ul style="list-style-type: none"> • TriMet, Willamette River Transit Bridge. • ODOT, OR 62: Corridor Solutions Unit 2
<p><i>“...very knowledgeable and communicated well...” – Mark Hanson, ODOT</i></p>		

Our Key Staff have worked together for years on project similar to those anticipated through this Price Agreement. Table 3 is a sampling of these projects that demonstrate our Key Staff experience.

<p>Table 3: This table includes a sampling of HDR's recent full-service, PS&E projects across Oregon for which HDR served as either the Prime Consultant or a major sub with fees exceeding 40% of the total WOC value (marked by an *). For each of these projects, the Construction Value exceeded \$500k.</p>	# of Same Key Staff	HDR's Work > 51%	Construction Cost	ODOT Region Location	Roadway Design	Bridge / Culvert	Environmental / NEPA / Permitting	Right of Way	Support Services (Geotechnical, Survey, Hydraulics, Traffic, RR)	Public Involvement
Havlik Road Improvements, ODOT / City of Scappoose, OR	3	●	\$1.6M	1	●		●	●	●	●
FFO – I-205 @ NE Airport Way Interchange, ODOT	5		\$9.9M	1	●	●	●	●	●	●
OR213: E. Portland Fwy – Conway Dr Sec, ODOT	4	●	\$4.8M	1	●		●	●	●	●
FFO I-5: Hood Ave – Nyberg Crk Bridge Seismic Retrofit, ODOT	6	●	\$12.0M	1	●	●	●	●	●	●
Wyeth Overcrossing, USACE (Hood County, OR)	3	●	\$15.0M	1	●	●	●	●	●	●
FFO – OR212/224: Sunrise Corridor, ODOT*	7		\$130M	1	●	●	●	●	●	
Beaverton Crk Culvert Replacement, Clean Water Services, OR	3	●	\$0.5M	1	●	●	●		●	●
Union St Bike / Ped Improvements, City of Salem, OR / ODOT	5	●	\$3.0M	2	●	●	●	●	●	●
Parrish Lake Bridge, USFS Region 6 (Linn County, OR)	3	●	\$0.5M	2	●	●	●		●	●
OR 58: Willamette Relief - Logging Rd, ODOT	3	●	\$19.3M	2	●	●	●	●	●	●
West Humbug Creek Replacement, ODOT*	4		\$2.0M	2	●	●	●	●	●	
OR6: Devils Lake Fork Wilson River, ODOT	5	●	\$2.0M	2	●	●	●		●	●
OR6: Wilson R-US26:Hwy 47 WB over PNWR (Vadis), ODOT	5	●	\$1.5M	2	●	●	●		●	●
I-5: Rice Hill Frtg Rd-Comstock Cem Rd, ODOT	5	●	\$3.5M	3	●	●	●	●	●	●
Cleveland Creek, Siuslaw Water Council (Coos County, OR)	2	●	\$0.6M	3	●	●	●		●	
18 th and Empire Ave Intersection, City of Bend, OR	3	●	\$2.0M	4	●		●	●	●	●
I-84:Burnt River (Dixie Cr) - Lime Interchange, ODOT	2	●	\$12.6M	5	●	●	●	●	●	●

2.2.5. References

We have submitted the following 4 projects (using the PE Reference Questionnaire) to show our relevant experience:

- US30: Havlik Drive Int./Havlik Dr. Extension Sec., ODOT / City of Scappoose, OR
- FFO: I-5 Airport Way Interchange Improvements, ODOT
- City of Bend G.O. Bond Roundabout Project, City of Bend, OR
- I-84: East Portland Freeway to NE 181st Avenue, ODOT

Consultant Name: HDR Engineering, Inc.

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

Name & Title: Stephanie Serpico, P.E. Project Manager	<p>Experience on relevant projects: Stephanie's 18 years of experience delivering transportation projects and on-call contracts for ODOT and Oregon-based LPAs enable her to oversee the partnerships with the HDR Team, ODOT and LPAs. She delivers quality deliverables on time and within budget through judicious assignment of the right WOC manager and technical resources for each project and regular check-ins with ODOT and LPAs. As a Project Leader and Consultant Project Manager with ODOT, she was responsible for the delivery of numerous high profile, multi-discipline transportation improvements with complex environmental, ROW acquisitions and controversial public issues. She has experience delivering projects for Local Agencies; as the ODOT Region 4 Local Program Manager, <i>she successfully delivered the ARRA of 2009 for all of the cities and counties in Region 4.</i> As Interim Area Manager, she led community development and transportation initiatives with statewide impact (i.e., Economic Revitalization Teams) promoting interagency cooperation, and represented ODOT on the Central Oregon Area Commission on Transportation. She served as a key external contact for ODOT, <i>establishing and maintaining effective working relationships with local governments</i>, including legislators, county commissioners, mayors and other officials, to develop plans/projects to maximize transportation funds. She also was responsible for delivering projects in the Central Oregon and Lower John Day Area within approved scope, schedule and budget.</p> <p>City of Bend, General Obligation Bond Projects. Stephanie is managing six projects to improve the transportation system in Bend. Projects include the design & construction of four roundabouts and reconstruction of the Reed Market Corridor. Meeting the commitments of the City, three projects were opened to traffic in less than one year of receiving NTP; each project involved traffic analysis, roadway design, ROW, utility relocations and extensive public outreach.</p> <p>ODOT, US97: Lava Butte to S. Century Drive. Award-winning modernization project that increased the roadway section from two lanes to a four-lane divided highway with a reconstructed interchange, an under-crossing and a wildlife crossing structure. In addition to managing the public involvement and preliminary and final design, Stephanie was responsible for managing the EA, which included an IAMP, and for close coordination among FHWA, Forest Service, Deschutes County staff and commissioners, ODFW and the Sunriver community.</p> <p>City of The Dalles/ODOT, US30: Brewery Grade Intersection. Program manager for the construction of a single-lane roundabout with sidewalks, landscaping strips and ADA facilities. Issues included ROW, utility relocations, historic resource clearances, drainage and public outreach. Was successfully delivered to bid opening in 6 months and on budget.</p> <p>City of Redmond/ODOT, 5th Street: Glacier Ave – Jackpine Ave. Program manager of the reconstruction of 5th Street in Redmond including public utilities, storm water system, ADA facilities, sidewalks and landscaping. Major issues with the project include construction staging and impacts to business. Was successfully delivered to bid opening in 6 months.</p> <p>City of Klamath Falls/ODOT, Intermodal Pedestrian Connections and Spring St. Program manager; project enhanced the mobility of pedestrian improvements from Main Street to the Amtrak and reconstructed Spring St by adding curb, gutter, sidewalks, storm drainage facilities, illumination, fencing and paving. Was successfully delivered to bid opening in 6 months.</p> <p>ODOT: OR140: Deep Creek/US395 Sailboat Ranch to Lakeview. Realigned/reconstructed the highway to remove substandard curves, installing safety features, and paving. Responsible for public involvement, ROW acquisitions, final design and construction management.</p> <p>ODOT, OR140: N. Fork Little Butte Crk/Green Springs Hwy. Incl. pavement preservation, left-turn channelization, and stormwater mgmt. Coord. env. clearances, wetlands and permitting.</p> <p>ODOT, US97/26: Willow Creek Bridge – Depot Road. Intersection reconfiguration and signalization, safety improvements, bridge replacement; roadway preservation. Coordinated environmental clearances and permitting, stakeholder communication, ROW acquisition, final design, and construction management.</p>
Name of firm (only if sub):	
Role on this project: Contract Manager; Project Manager	
Active registration in Oregon: Yes Discipline: Civil Engineering	
Education: B.S., Civil Engineering	
Years of experience in discipline/role proposed for this project: 18 <ul style="list-style-type: none"> • Regularly uses ODOT's systems, procedures, and policies • Proven leader, with an ingrained owner's perspective • 18 years of hands-on transportation infrastructure experience • Skillfully manages technical staff to develop solutions to the most complex problems • Skilled in schedule control, risk assessment, problem anticipation and integration of input from diverse groups • History of successful delivery of multi-disciplined, budget-constrained and fast tracked projects throughout Oregon <p>CUSTOMER FEEDBACK: <i>"Stephanie Serpico was instrumental in providing critical management, guidance, and leadership to the City of Redmond's 5th Street team. Her contribution turned a project with near insurmountable design timelines into a ARRA / ODOT success story."</i> –Chris Doty, PE, PTOE, former City of Redmond DPW</p>	

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title: Brian Baker, P.E. Project Manager	<p>Experience on relevant projects: Brian brings decades of project management experience in the design and delivery of transportation projects. He has been supporting ODOT for nearly 10 years, improving Oregon's transportation system; with 32 years of transportation infrastructure experience, ODOT gets a successful project manager with proven skills that include vast technical knowledge, schedule and budget control, problem anticipation/resolution, and skillful management of diverse team members. His experience ranges from the design of local arterials and bridges to large DOT interchanges. He regularly oversees developing and implementing program goals and strategy, directing engineering and planning activities, overseeing performance, and contract negotiations. He often serves as Senior Project Manager and Project Principal on complex programs/projects for DOTs and municipalities, establishing the vision for project execution and providing leadership to interdisciplinary teams responsible for tasks such as preparing accurate, cost-effective preliminary and final PS&E documents. He is committed to providing on-time, on-budget project delivery through implementation of proven schedule and budget controls, and quality assurance oversight. He has participated in public involvement processes in support of building consensus with neighborhood organizations and impacted property owners during design and construction phases. He has provided leadership for the successful cradle-to-grave delivery of transportation projects throughout Oregon. This includes providing program- and project-level direction to multidisciplinary engineering and construction teams from planning through design, environmental compliance, and construction.</p> <p>ODOT/Port of Portland, Airport Way Interchange Improvements. Brian managed a multi-disciplined team that prepared preliminary design and PS&E construction documents to address congestion associated with the NB movements from Airport Way to I-205 while maintaining the long-term integrity of I-205 and access to Portland International Airport and surroundings. Project included roadway/bridge design, utilities coordination, stormwater design, pavement design review, signing/stripping, complex staging, right of way acquisition, oversight of permitting (including noise variance and City of Portland permits), neighborhood outreach and TP&DT plans. Project design phase was successfully completed with Bid Letting in November 2013.</p> <p><i>CUSTOMER FEEDBACK: "Brian has done a good job leading the project. He's an effective PM and he does a good job pulling together a large team with subs." –Matt Freitag, ODOT PM</i></p> <p>ODOT/OBEC, Sunrise Corridor JTA (OR 212/224: I-205 to 122nd Ave.). As HDR's project manager, Brian was responsible for the QC tracking for all deliverables; he developed and tracked the Change Management Log; developed and updated the design schedule; managed the scope, schedule and budget for the signing, striping, bridges, walls and other structures, landscaping, hydraulics, environmental permitting, and right of way.</p> <p><i>CUSTOMER FEEDBACK: "I would say the entire team working on our project has been impressive. They've been very responsive and have done quality work." – Larry Fox, OBEC PM</i></p> <p>ODOT, I-5 Elkhead Rd - OR 126: Knowles Creek, Lane and Douglas Counties. Project Manager. Brian managed work that included preliminary and final PS&E, pavement repair at multiple bridge sites; roadway approaches; ROW acquisition, utilities coordination, signing/stripping, environmental permitting, TP&DT plans, and construction staging. Brian coordinated extensively with motor carriers on mobility issues. Project was completed on schedule and under budget.</p> <p>ODOT, I-5: Willamette River Bridge. Brian was the project manager for OBDP on this \$200M CM/GC project. His primary role was to support the Agency Project Manager by coordinating the collaborative interaction among OBDP and CM/GC team members, ODOT Major Projects Branch, ODOT Regional partners, ODOT Headquarters, and others. Duties included monitoring the progress of the A&E Prime Consultant to confirm compliance with the approved scope, schedule, and budget. Other duties included oversight of CEI staff, reviewing monthly schedules, coordinating reviews of major design submittals with OBDP and ODOT technical staff, participation in meetings with CM/GC Project Manager, ODOT Agency Manager, Design Project Manager, and Regional Area Manager.</p>	
Name of firm (only if sub):		
Role on this project: Project Manager		
Active registration in Oregon: Yes Discipline: Civil Engineering		
Education: B.S., Civil Engineering		
Years of experience in discipline/role proposed for this project:	<ul style="list-style-type: none"> • 32 years of hands-on transportation infrastructure experience • Brings technical and traditional transportation practitioners together to develop solutions to the most complex problems • Possesses acute technical knowledge integrated with NEPA process requirements • Skilled in schedule control, risk assessment, problem anticipation/impact and resolution and integration of input from diverse groups 	
<i>CUSTOMER FEEDBACK:</i> <i>"Brian was an excellent project manager, an agency project manager's dream. Many thanks for the good work completed." – Andy Johnson, ODOT</i>		

Consultant Name: HDR Engineering, Inc.

RFP #: 25134

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

Name & Title:

Brian BaumanSenior Environmental
Coordinator

Name of firm (only if sub):

Role on this project:

Environmental Lead

Active registration in

Oregon: N/A

Discipline:

Education:

**B.S., Natural Resources
ODOT Biological
Assessment Preparation
Certification**Years of experience in
discipline/role proposed for
this project: 16**CUSTOMER FEEDBACK:**

“...I recommend Brian as an **exceptional environmental specialist**. Very significant environmental challenges were encountered especially when, after award of contract, the regulations were changed ...**Brian’s comprehensive understanding of the regulations and regulatory process, his good judgment, his creativity for developing practical environmental solutions, and his excellent relationships with the regulators were instrumental in facilitating successful resolution of the design challenge.**” –
Tim Dodson, ODOT PM

Experience on relevant projects: Brian brings 16 years of experience dedicated to permitting compliance on transportation projects for ODOT, including managing the environmental program for the very successful innovative design-build program for OTIA III, and facilitating the permitting of rapid replacement bridge slides; the Elk Creek Tunnel; and the overhead gantry crane construction method at the Sandy River Bridge. He is well known for his excellent relationships with environmental regulators and detailed knowledge of environmental regulations, and his ability to effectively communicate with construction contractors. As a former ODOT Region Environmental Coordinator for Region 2, Brian developed, permitted, and implemented final NEPA designs for dozens of STIP projects within Region 2. He met with local agencies throughout the region to assist in completing Prospectus Part 3 and subsequent NEPA clearance documentation for with the proposed action. At times Brian would be the environmental representative for the local agencies, participating in the scoping and producing the required NEPA documentation on behalf of the local agency. His infrastructure development experience and ability to effectively communicate helps assure construction proceeds in compliance with permit conditions and approvals. Based on site-specific circumstances, he has developed and modified Best Management Practices that reduced cost and maintained schedule. While with HDR, he has been exclusively involved in infrastructure projects and environmental compliance, and has led a team that successfully permitted and monitored more than 200 projects throughout the state of Oregon.

CUSTOMER FEEDBACK: “The first winter he was (at ODOT) we had major landslides. Brian did a masterful job of leading the environmental professionals during this stressful time to identify resources and develop avoidance and minimization strategies. It required skillful negotiation and facilitation under the pressure of time, money and safety to get the roads open and protect natural resources.” –Molly Cary, ODOT

ODOT, State Radio Project. Brian is the Environmental Coordinator for the planning, design and implementation of a telecommunication site infrastructure. He is responsible for evaluating approx. 259 proposed sites to determine the levels of environmental documentation required and assess compliance with the relevant NEPA regulations.

CUSTOMER FEEDBACK: “Brian is professional, knowledgeable, self-motivated and a leader.” –Gail Harbert, ODOT

ODOT, I-5 Willamette River Bridge. Brian provided QA/QC on environmental documentation permits, and biological documents. He facilitated discussions with environmental regulators for permit modifications and issues related to contractor compliance. He led a re-evaluation of the EA to incorporate new elements outside the previously evaluated area of effect.

CUSTOMER FEEDBACK: “(Brian) made it happen. He brought clarity and progress on environmental issues related to the viaduct in just one month...” – Dick Upton, ODOT

ODOT, Oregon Bridge Delivery Program. Brian was responsible for developing and permitting bridge replacement and repair projects consistent with environmental rules and regulations. He worked closely with the project development and scoping teams to provide guidance to comply with the Programmatic Biological Opinion, 4(f) and 6(f) regulations, federal Wild and Scenic Act, and Clean Water Act. He was responsible for overseeing the environmental compliance of all the bridge projects under this statewide program. He reviewed contractor plans, inspected construction sites, delineated wetlands, observed construction, and served as a resource to construction staff. He also provided technical assistance to design teams during project development and design.

ODOT, OR38: Elk/Hardscrabble Creek D-B. Brian reviewed environmental documentation and acted as the ODOT representative for reviewing designs for compliance with environmental regulations and environmental performance standards, reviewing environmental documentation and submittals, and facilitating project negotiations with environmental regulators.

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title: Shane Cline, P.E. Resources Business Class Lead	Experience on relevant projects: Shane specializes in stormwater system analysis and design and hydraulic flood, and scour studies. He regularly performs hydrologic and hydraulic analysis, stream restoration, and development of detail-oriented final design documents that include contract plans, cost estimates, and project specifications. He has performed this work on a variety of projects including roadway, and culvert and bridge improvement projects. Shane's background in fieldwork includes routine construction inspection and preliminary field reconnaissance. During construction, he serves as a technical liaison, providing construction assistance and in-field solutions to the contractor and client representatives.	
Name of firm (only if sub):		
Role on this project: Hydraulics (Lead)		
Active registration in Oregon: Yes Discipline: Civil Engineering	ODOT/OBEC, Sunrise Corridor JTA (OR 212/224: I-205 to 122nd Ave.). The Sunrise Corridor project extends the Milwaukie Expressway from I-205 to SE 122 nd Avenue. Project elements included preliminary and final design of roadway, bridges, and stormwater infrastructure. As part of this task, Shane oversaw the development of seven separate downstream analyses using HEC-RAS, coordinated design efforts with various technical project team members, and met with ODOT and Clackamas County Transportation Department to proactively comply with Clackamas County's Surface Water Management Manual.	
Education: Master of Civil Engineering B.S., Civil Engineering	ODOT/OBEC, West Humbug Creek Bridge Replacement. The old West Humbug Bridge (Bridge 01831) was identified as scour critical and subsequently identified for replacement. Project elements included hydraulic analysis, stormwater compliance, floodplain compliance, environmental permitting, and preliminary and final design for a bridge replacement. Shane was tasked with leading the hydraulic analysis and scour potential assessment on this scour critical bridge. Scour assessment was performed using FHWA's HEC-18 guidance and ODOT's "Predicting Scour in Weak Rock of the Oregon Coast Range (SPR 382, 1999)". Results from the hydraulic and scour analysis were coordinated with bridge engineers for cost effective design.	
Years of experience in discipline/role proposed for this project: 20	ODOT, Bateman Creek Bridge Replacement & Fish Passage. The fish ladder and culvert at Bateman Creek was replaced with a single span bridge to eliminate blockage at the culvert crossing. Shane performed a hydraulic analysis using HEC-RAS to evaluate scour potential, verify a no-rise condition, and size project elements to facilitate fish passage yet remain stable during large flow events. Elements included development of preliminary and final project documents (plans, special provisions, and engineer's estimate) for the bridge, Bateman Creek channel realignment including the incorporation of large woody debris, planting plans, traffic control plans, and permit assistance.	
<ul style="list-style-type: none"> • Proven success in performing hydrologic and hydraulic analysis and developing detail-oriented design documents • Specialist in stormwater system design, flood and scour studies • Successful project delivery on many ODOT projects demonstrates successful experience with ODOT design standards 	ODOT, Bateman Creek Bridge Replacement & Fish Passage. The fish ladder and culvert at Bateman Creek was replaced with a single span bridge to eliminate blockage at the culvert crossing. Shane performed a hydraulic analysis using HEC-RAS to evaluate scour potential, verify a no-rise condition, and size project elements to facilitate fish passage yet remain stable during large flow events. Elements included development of preliminary and final project documents (plans, special provisions, and engineer's estimate) for the bridge, Bateman Creek channel realignment including the incorporation of large woody debris, planting plans, traffic control plans, and permit assistance.	
CUSTOMER FEEDBACK:	Douglas County, Roberts Creek Bank Stabilization. Environmental Lead. To mitigate recent bank erosion and subsequent hazard to the nearby roadway, Shane led the design and environmental permitting and clearances. The project required development of a stream bank revetment design that incorporated a balance of structural rock elements with large woody debris and re-vegetation to facilitate permit acquisition. Project also required significant coordination with stakeholders, ODOT staff, County staff, construction managers, and permit agencies. Shane developed a final and conceptual plans and specifications and preparation of a hydraulic model. PSE&E documents and construction inspection services were provided.	
<i>"(Shane) kept on top of things and kept things rolling and basically, he's never let up. The whole team is great. They're very responsive and I'm very impressed." --Gail Lovell, Technical Lead, Wyeth Columbia River Treaty Access Site, USACE</i>	ODOT, OR213 Conway Drive-Henrici Rd-S. Monte Carlo Way. HDR provided preliminary engineering and construction engineering services to improve OR 213. The project included pavement rehabilitation/repair, bicycle lanes, guard rails, roadway realignment, adding a right-turn lane, access management, wetland mitigation, surface drainage, and environmental permitting. Shane provided quality control review for contract documents. For this project, HDR worked in conjunction with ODOT stormwater engineers to design the conveyance system for roadway improvements that ultimately connected to the ODOT design stormwater facilities. Shane was responsible for scoping and budgeting design efforts for this project and performed stormwater and cross discipline QA/QC review.	

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title: Dustin Cooley, P.E. Project Manager, Roadway Design; Utility Coordination	Experience on relevant projects: Dustin Cooley has 13 years of experience completing complex roadway / highway design projects in Oregon. His experience includes working with state and local agencies on designing complex highway redesigns to small surface street widening and overlays for local agencies. Dustin's responsibilities have included managing design teams; applying AASHTO, state, and local agency design standards to develop PS&E designs; performing detailed project documentation including QA/QC checks; QA/QC throughout all levels of design; developing complex construction staging plans dovetailing construction with adjacent projects, minimizing impact to public, maintaining access, and meeting agency work zone traffic control goals; developing detailed PS&E, for use by contractors to prepare bids; representing design team during construction, providing high level of technical support and guidance to the client and contractor; and providing support to agencies during bid process and providing construction engineering support once contracts are awarded.	
Name of firm (only if sub):		
Role on this project: Roadway Design Lead		
Active registration in Oregon: Yes Discipline: Civil Engineering		
Education: B.S., Civil Engineering		
Years of experience in discipline/role proposed for this project: 13		
<ul style="list-style-type: none"> • Experience developing roadway and bridge design on local agency projects • Experience coordinating projects with utilities and landowners • Experience developing design documentation, engineers estimates, and technical memoranda 		
CUSTOMER FEEDBACK: "...very effective. Dustin was responsive." –Tim Smith, ODOT, re: I-84: East Portland Fwy to 181st Ave		
	<p>ODOT, Airport Way Interchange Improvements. As lead roadway designer, Dustin supported a team that prepared preliminary design and provided technical support to the team during PS&E development of construction documents. The design addressed congestion associated with the NB movements from Airport Way to I-205 while maintaining the long-term integrity of I-205 and access to Portland International Airport and surroundings. Project included roadway design, utilities coordination, pavement design review, signing/stripping, complex staging, ROW acquisition, oversight of permitting, neighborhood outreach and TP&DT plans.</p> <p>ODOT/City of Scappoose, US30: Havlik Drive Int./Havlik Dr. Extension. As Lead Roadway Designer, Dustin initially developed 60% design on this federally funded modernization project under separate contracts with the City of Scappoose and ODOT and later completed and delivered final PS&E documents under one contract to ODOT's Office of Pre-letting. Project added a right-turn channelization on US 30 at Havlik Drive and extended Havlik Drive east from the intersection at US30, across the Portland and Western Railroad to ultimately tie to 2nd Ave. Project included roadway design, coordination with railroad, waterline and utilities relocations, traffic signal design, wetlands determination, signing/stripping and construction administration.</p> <p>ODOT, I-84: East Portland Fwy to 181st Ave. As Project Engineer, Dustin supported the discipline-specific contract to develop PS&E construction documents for an 8.5 mile section of the I-84 pavement preservation project between I-205 and 181st Avenue. Work elements include: preparing signing, striping, and traffic control plans for this 8.5 mile section of I-84; designing a detour for a complete closure of eastbound and westbound I-84 traffic for paving operation to mill and inlay 3.5 miles of the existing pavement surface at the I-84/I-205 system interchange; design documentation and writing project-specific reports, estimates, and technical memorandums for ODOT to use as documentation as project developed.</p> <p>ODOT, OR213: East Portland Freeway to Conway. QC Reviewer. HDR provided roadway engineering, permanent and temporary traffic management, and construction support to complete improvements to the roadways including pavement reconstruction, signal replacements, culvert upgrades, restriping, and drainage improvements. The project included roadway alignment safety upgrades to ODOT 4R Design Standards. HDR prepared the final plans, specifications, and estimates.</p> <p>WSDOT/City of Vancouver, 39th Street Bridge. As Project Manager/Engineer, Dustin supported the development of final PS&E construction documents for a grade separation of 39th St. that improves vehicular and bike/ped mobility. Work included designing a one-way circulator frontage road at Fruit Valley; 39th St. improving bridge approaches; realigning Cherry Street; preparing illumination, striping and signing plans; coordinating with watermain, sanitary sewer and stormwater designers; and coordinating among stakeholders including City of Vancouver, BNSF, and WSDOT.</p>	

Consultant Name: HDR Engineering, Inc.

RFP #: 25134

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

Name & Title:

Alex Cousins

Public Involvement Manager

Name of firm (only if sub):

Role on this project:

Public Involvement Lead

Active registration in Oregon: N/A

Discipline:

Education:

M.A., Public Admin, Public Affairs**B.A., Political Science/ Government**

Years of experience in discipline/role proposed for this project: 20

- **Designed and implemented successful, award-winning public outreach and engagement plans for many ODOT transportation projects in Regions 1, 2, 3, and 4**
- **Public involvement for high profile transportation projects such as Sellwood Bridge Replacement, and the City of Bend's transportation infrastructure improvements**

CUSTOMER FEEDBACK:

"Alex always brings a fresh approach to each project. He looks for the best way to explain issues to the public and provide them an opportunity to give meaningful input to decision-makers. I've consistently been impressed by his creativity, follow-through, and high standards."

--Mike Pullen, Multnomah County

Experience on relevant projects: Alex manages community engagement, program communications, public outreach, and agency coordination for HDR clients. He has designed and implemented successful, award-winning public outreach and engagement plans for many ODOT transportation projects in Regions 1, 2, 3, and 4. With two decades of experience in communications, Alex's background covers planning, design and construction of many public infrastructure projects. He has a broad background in advancing meaningful community participation. Previously, Alex was a principal and director of business development for Oregon's largest public engagement firm.

City of Bend, Transportation General Obligation Bond Projects. HDR is managing a group of transportation projects that improve the transportation system in Bend. Alex works with City staff to keep the community well informed about the program and construction projects. Public involvement includes community meetings, website development and management, public comments database, media relations and public information materials.

***CLIENT FEEDBACK:** "Having Alex Cousins as HDR's lead for public involvement has been so helpful on our transportation bond measure program. He's really come through and made life much easier for City staff. Everyone has been kept informed about our progress – the public, City staff, our Council, etc. Everything has gone really well."*

– Nick Arnis, Transportation Engineering Manager, City of Bend, OR

ODOT, U.S. 26: Wildwood to Wemme EA. Public Involvement. Working with ODOT Region 1, Alex designed and implemented a NEPA-compliant public involvement program for a safety corridor on Mt. Hood. The project planned for safety improvements to a 1.5-mile section of U.S. Hwy. 26. Components included public open houses, public hearing, stakeholder outreach and communications, newsletters, mailers, and media relations.

Multnomah County, Sellwood Bridge EIS and Final Design. Public Involvement Lead. Alex managed a national, award-winning community engagement program in a multi-year planning effort to replace this key Willamette River crossing. Working in a joint staff relationship with Multnomah County and a large consultant team, Alex provided community engagement strategy, stakeholder research, meeting planning and facilitation, information materials, online surveys, web support, interactive online and social media applications and event planning.

ODOT, Gateway Refinement Plan. Public Involvement. Alex assisted ODOT Region 1 and the City of Sandy with public involvement for this TGM project on U.S. 26. Goals included refining the Hwy. 26 cross-section, developing "gateway" features to highlight the entrances into Sandy, improving access and safety for bicyclists, pedestrians and transit users, improving vehicle safety and developing a plan to meet ODOT's highway design standards as properties re-develop. Alex facilitated regular meetings of the Citizen Advisory Committee and public open houses. The project experienced strong stakeholder interest.

ODOT, U.S. 97 Bend North Corridor EIS. Public Involvement. Alex worked with ODOT Region 4 to develop and implement a public involvement program for an EIS to determine a solution for the congested US 97 corridor in north Bend. Elements included an extensive community outreach campaign, agency coordination, stakeholder assessment, citizen advisory committee, environmental justice outreach, public events, online polling and public information materials and distribution.

ODOT, I-84/Sandy River Bridge Replacement. Public Involvement. Alex managed the public involvement for an OTIA III OBDP project to replace two I-84 Sandy River bridges and repair two adjacent bridges at Jordan Road. Alex produced public information materials including newsletters, press releases, a Gorge-wide stakeholder mailing list, postcards and display ads. He also hosted three open houses to notify stakeholders of the project and opportunities to influence the design process.

Consultant Name: HDR Engineering, Inc.

RFP #: 25134

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

<p>Name & Title: Bret Elithorp, PLS Sr. Project Surveyor/ Team Lead</p>	<p>Experience on relevant projects: Bret has 14 years of survey experience, supporting numerous local transportation projects. This has included aerial ground control surveys, detailed design surveys, boundary/right-of-way surveys, property surveys, and a wide variety of improvement projects including interstate highways, arterial roadways, local roadways, utility relocation, bridges, traffic interchanges, railroads, streetcar, and underpasses, in both rural and urban settings.</p>
<p>Name of firm (only if sub): OBEC Consulting Engineers</p>	<p>ODOT, US 26: SE 122nd to SE 176th. Project Surveyor/ Team Lead. This project involved survey research; site reconnaissance; setting of horizontal and vertical control monuments; collecting GPS observations; running of digital level loops; processed and adjusted the control network; setting of aerial premarks; topographic survey – field work; confidence point collection and running of the confidence point report; monument recovery; merged field collected data with the data from aerial photography; drafting of topographic base map and creation of the final digital terrain model (DTM); drafted Horizontal Control, Monument Recovery and Retracement Survey for recording; preparation of descriptions and exhibit maps for R/W acquisitions. OBEC is a subconsultant on this project.</p>
<p>Role on this project: Survey Lead</p>	<p>ODOT, Sunrise Corridor JTA (OR 212/224: I-205 to 122nd Ave.). Project Surveyor/ Team Lead. This project involved survey research; site reconnaissance; supplementing the existing horizontal and vertical control network with additional control monuments; running of digital level loops; processed and adjusted the new control monuments; topographic survey; field work; confidence point collection and running of the confidence point report; merged newly collected field data with the existing ODOT data; drafting of topographic base map and creation of the final DTM; drafted ODOT R/W Roll Map; prepared descriptions and exhibit maps for R/W acquisitions; field staking of the acquisition parcels. OBEC is the prime on this project.</p>
<p>Active registration in Oregon : Yes Discipline: Land Surveying, PLS# 63148</p>	<p>ODOT, OR 217 Active Traffic Management Project. Project Surveyor/ Team Lead. This project involved survey research; site reconnaissance; setting of horizontal and vertical control monuments; collecting GPS observations; running of digital level loops; processed and adjusted the control network; topographic survey – field work; confidence point collection and running of the confidence point report; drafting of topographic base map and creation of the final DTM; drafted Horizontal Control, Monument Recovery and Retracement Survey for recording. OBEC is a subconsultant on this project.</p>
<p>Education: B.S., Surveying</p>	<p>ODOT, OR 213: I-205 Redland Road Overcrossing. Project Surveyor/ Team Lead. This project involved survey research; site reconnaissance; supplementing the existing horizontal and vertical control network with additional control monuments; running of digital level loops; processed and adjusted the new the control monuments; topographic survey; field work; confidence point collection and running of the confidence point report; merged new collected field data with the existing survey data; drafted the topographic base map and creation of the final DTM; drafted R/W Roll Map; prepared descriptions and exhibit maps for R/W acquisitions; field staking of the acquisition parcels; construction staking for the project; working on Monumentation Survey to be recorded in Clackamas County. OBEC is the prime on this project.</p>
<p>Years of experience in discipline/role proposed for this project: 14</p> <ul style="list-style-type: none"> • Surveyor on numerous local transportation projects • Responsible for survey research; site reconnaissance; supplementing horizontal and vertical control network • Experience running digital level loops; processing / adjusting new control monuments; topographic survey; drafting topographic base map and creating final DTM; drafting R/W maps <p>CUSTOMER FEEDBACK:</p> <p>“(Bret has) been respectful, responsive and professional. ... I have no hesitation in recommending them.....” --Pat McDougal, PE, PLS, Sr Asso. Engineer, City of Lake Oswego</p>	

Consultant Name: HDR Engineering, Inc.

RFP #: 25134

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

<p>Name & Title:</p> <p>Leigh Enger Right of Way Program Manager</p>	<p>Experience on relevant projects: Leigh is an expert in complex right of way acquisitions and relocations. As the HDR Oregon Right of Way Program Manager, Leigh can draw on the resources of 70 ROW professionals in the Northwest to serve ODOT's and LPA's needs. She was HDR's Right of Way Acquisition Manager on the \$1.3 billion OTIA III Statewide Bridge Delivery Program where she was responsible for ROW acquisition, scoping, researching, negotiating, scheduling, tracking, contracting, and project management of ROW services. Prior to joining HDR, Leigh worked with ODOT, where she managed the Relocation Program statewide. Over the course of her ODOT career, Leigh worked on more than 60 projects, and was responsible for acquiring more than 500 files.</p>
<p>Name of firm (only if sub):</p>	<p>ODOT, Airport Way Interchange Improvements. Right of Way Manager. Leigh provided detailed ROW estimates for acquisition costs. Leigh was tasked with collecting data on subject parcels, identifying recent sales in the area and compiling the information necessary to reach an accurate assessment of ROW costs.</p>
<p>Role on this project:</p> <p>Right of Way Lead</p>	<p>ODOT/OBEC, Sunrise Corridor JTA (OR 212/224: I-205 to 122nd Ave.). Leigh manages HDR's team of ROW professionals that are responsible for the acquisition and relocation of 37 extremely complex files. HDR managed the appraisal process, provided multiple project estimates, and performed four industrial relocations. This project involved complex appraisal and acquisition challenges—which needed to be resolved in just 12 months. HDR plans to certify the project in December 2012.</p>
<p>Active registration in Oregon: Yes</p> <p>Discipline: Oregon Principal Brokers License; #970300254</p>	<p>Multnomah County, Sellwood Bridge Replacement. HDR's ROW project manager. HDR supported the County with ROW services that included the acquisition of 35 property ownerships and relocation of residential and business displacements. HDR staff conducted occupant interviews and produced a relocation plan according to federal regulations. HDR completed 6 complex condominium owners and 14 businesses within 9 months. HDR's ROW agents were sensitive to the political climate, and played key roles in building trust. This fast-paced relocation project required quick and efficient mobilization of relocation specialists.</p>
<p>Years of experience in discipline/role proposed for this project: 16</p> <ul style="list-style-type: none"> • Relocation Reviewer for ODOT 2004-2005 • Recent and relevant relocation experience on high-profile Sellwood Bridge Replacement • Managed 125 relocation interviews for the sensitive Newberg-Dundee Bypass in just two weeks • As HDR Oregon's Right of Way Program Manager, Leigh can draw on the resources of 70 ROW professionals in the Northwest 	<p>ODOT, Newberg Dundee Bypass. As the Right of Way Lead, Leigh managed the contracting of appraisals, relocation interviews, and advanced hardship acquisitions and relocations. Leigh and her team completed scoping estimates; relocation interviews; the ROW report for the EIS; option documents to assist ODOT in its evaluation; responded to public inquiries; and implemented acquisition activities on numerous properties. At the height of the relocation interview process, Leigh mobilized ROW agents from Oregon, Washington and Alaska to complete 125 interviews in just two weeks.</p>
<p>CUSTOMER FEEDBACK:</p> <p><i>"Leigh Enger was very responsive to my needs and always followed through. Above all, she was competent and worked together with us to resolve our issues and concerns."</i> – L. Alexander, Property Owner (ODOT, OR 99 E: Howell Prairie to Waconda Rd.)</p>	<p>ODOT, I-5: South Jefferson to OR 20, EA / IAMP. Leigh managed HDR's team that obtained 325 rights-of-entry (access) to properties required for completion of technical studies along the I-5 corridor from South Jefferson to OR 20. Leigh has provided ROW estimates for ODOT to move this project into the STIP; HDR will be writing the Technical Report for the Environmental Analysis.</p>
	<p>ODOT, Oregon Bridge Delivery Program, Program Management and Design. HDR was Program Manager responsible for the delivery of \$1.3B of transportation infrastructure improvements including preliminary/final design and construction administration for the replacement and/or repair of 350+ bridges statewide. Leigh was engaged in ROW acquisition, scoping, tracking, contracting, and project management for the program. She led the ROW appraisal, acquisition and relocation on all the individual projects. HDR was uniquely suited for this program due to expertise in taking a ROW project from initial design to ROW certification with all of the complex technical details followed accurately and within the strictest adherence to the ODOT ROW Manual.</p>

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title:	Experience on relevant projects: Mark is an experienced project manager and has successfully managed the design and production for large-scale, fast-track projects for both design-bid-build and design-build type projects in which multi-discipline design coordination occurs among design disciplines. He is experienced in the design, detail, and construction issues for a wide range of bridge types, both new and rehabilitated, including the latest seismic design and modeling procedures. Mark has a strong commitment to client service and providing high quality work at a reasonable cost.	
Mark Libby, P.E. Bridge Manager		
Name of firm (only if sub):		
Role on this project:	ODOT/OBEC, Sunrise Corridor JTA (OR 212/224: I-205 to 122nd Ave.). Mark is HDR's Bridge Task Lead for 82nd Dr. over I-205, 2-span (166', 104') curved steel plate girder bridge designed for future 3 rd span and widening; 2 pedestrian bridges (96' and 53'); and misc. structures including 10 MSE walls; sign structure foundations, and bridge mounted signs.	
Bridge Project Manager; Bridges and Structures Lead		
Active registration in Oregon: Yes Discipline: Civil Engineering	<i>CUSTOMER FEEDBACK: "I want to say thanks and commend you and your team for your good work on the bridge, wall and misc structures advance plans for Sunrise. You guys did a great job under a very tight deadline." –Larry Fox, OBEC</i>	
Education:		
B.S., Civil Engineering		
Years of experience in discipline/role proposed for this project: 25	ODOT/OBEC, US26, West Humbug Creek. PM/Structures Ind. Check; on a team that is designing (final PS&E) and providing construction administration for a new, single-span bridge over West Humbug Creek on US26 (MP 16.28), using Accelerated Bridge Construction.	
<ul style="list-style-type: none"> • Familiarity with ODOT Bridge Design Manual • Delivered PS&E documents through ODOT's Office of Pre-letting • Delivered numerous ODOT / LPA projects • Expertise in: <ul style="list-style-type: none"> ○ Project management ○ Concrete bridges ○ Steel bridges ○ Timber bridges ○ Bridge rehabilitation ○ Miscellaneous structures 	ODOT, Bridge Seismic Retrofit Design. HDR is working with ODOT staff to identify seismic vulnerabilities on selected I-5 bridges and provide retrofit strategy recommendations for establishing a safe and reliable transportation network. Mark is performing Sr. QAQC reviews.	
	City of Salem, Union Street Bridge. Project Manager. Prepared preliminary and final PS&E engineering and construction administrative services to convert the historic Union Street Railroad Bridge into a pedestrian/bicycle trail connecting east/west Salem. Services included surveying, environmental studies, hydraulic studies, cultural/historical studies, structural inspection, preliminary and final trail design, public outreach, and construction administration. Mark oversaw all aspects of the trail conversion of this historic bridge and trestle.	
	City of Wilsonville, Boeckman Road Extension. Bridge Task Lead: 6-span (6 @ 68') prestressed concrete girder bridge with multi-use path, ornamental planter boxes, Montana ledge-stone facing, in seismic zone II. HDR prepared TS&L bridge report; preliminary engineering and final PS&E for bridge, roadway extension, and widening/reconstruction of Tooze Road; and construction administration.	
	ODOT, Bateman Creek Bridge Replacement & Fish Passage. Project Manager. Prepared preliminary and final PS&E engineering and construction engineering support for this fish passage restoration project on the Wilson River Highway to replace a 4-foot metal pipe and non-functioning fish ladder with a new 86-foot prestressed concrete box beam bridge.	
	<i>CUSTOMER FEEDBACK: "Technical quality of work was excellent and an innovative solution was developed to address sinuosity of the creek bed." – Contractor Evaluation Report, FY2005 Fish Passage (Bateman Creek), ODOT Region 1.</i>	
	Port of Cascade Locks, Wyeth Bridge. Bridge Task Lead. As part of a team, HDR prepared preliminary design and railroad coordination for a new access road. Underpass and overcrossing structures were evaluated and structural recommendation memorandum prepared. UPRR Concept Submittal was prepared (and approved) for a new single-span (114'-9") grade separation structure over the UPRR mainline and siding. Mark was the structural design manager for this project overseeing the type selection process, Concept Submittal, and project coordination.	

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title: Risheng "Park" Piao, P.E. Vice President, Geotechnical Engineer	Experience on relevant projects: Park has 23 years of geotechnical engineering experience. In the last five years, Park has routinely worked on the transportation-related projects as geotechnical project manager or principal-in-charge for ODOT and other local agencies. He has a strong background in leading complex projects, especially transportation-related projects that involve analyzing and designing bridge foundations and retaining walls including CIP walls, soldier pile and tieback walls, soil nail walls, MSE walls, landslide investigation and mitigation; as well as soft ground and seismic ground improvements evaluation and design for bridges and retaining walls. He is also experienced in seismic ground motion analysis, liquefaction and post-liquefaction settlement analyses, post-liquefaction soil residual strength evaluations, and seismic soil-structure design. Other areas of expertise include geotechnical-related plans and specifications, value engineering, constructability evaluations, and construction consultation.	
Name of firm (only if sub): Shannon & Wilson, Inc.		
Role on this project: Geotechnical Lead		
Active registration in Oregon: Yes Discipline: Civil & Geotechnical #58419PE	TriMet, Willamette River Transit Bridge. Seismic hazards, non-linear effective stress liquefaction evaluation (FLAC), lateral spreading, large-diameter driven pipe piles and drilled shafts evaluation, scour depth impacts, seismic ground improvement evaluations.	
Education: M.S., B.S., Civil Engineering	ODOT, I-5 Seismic Retrofit Phase II Projects #1 and #2. Seismic ground motions and hazard evaluations for 5 bridges along I-5, developing soil parameters, and developing ground improvement for liquefaction mitigation.	
Years of experience in discipline/role proposed for this project: 23	ODOT/OBEC, Sunrise Corridor JTA (OR 212/224: I-205 to 122nd Ave.). Field exploration, four bridges, MSE walls, traffic signal and signs, and dewatering evaluations, as well as hazmat evaluations.	
<ul style="list-style-type: none"> • Strong background in geotechnical engineering for transportation projects • Two decades of experience analyzing & designing bridge foundations and retaining walls including CIP walls, soldier pile and tieback walls, soil nail walls, MSE walls, landslide investigation and mitigation; as well as soft ground and seismic ground improvements evaluation and design for bridges and retaining walls 	ODOT, OR 62: Corridor Solutions Unit 2. Field explorations, two bridges, MSE wall, soldier pile and tieback walls, pavement design, and traffic signal and signs.	
	Coos County, Lampa Lane Landslide Mitigation. Landslide investigation and mitigation alternative evaluations, buttress and shear key stabilization final design.	
	ODOT, I-5: Wilsonville Interchange Improvement Project. Soil nail wall, secant pile wall, soldier pile wall, CIP walls, traffic signal posts and sign posts.	
	ODOT, OR 213: I-205 to Redland Road Overcrossing. Field explorations in environmental sensitive areas, MSE retaining walls, soldier pile wall, bridge pile foundations, CIP walls, traffic signals and signs.	
	WSDOT, I-5 Columbia River Crossing. Seismic hazards, non-linear effective stress liquefaction evaluation (D-MOD, FLAC), driven pile and drilled shaft load tests, seismic ground improvement evaluations.	
	ODOT, US 101: Spencer Creek Bridge Foundation Investigation, Design & Construction. Design of arch piers, abutment foundations, stone column ground improvements, 45-foot-high MSE wall and constructability, scour/tsunami impacts on arch piers and bridge abutments.	
	ODOT, I-5: McLain Avenue Bridge. Drilled-in steel H-piles, spread footings, and rock anchors.	
	ODOT, I-84: Umatilla River Bridge. Driven steel piles, drilled shafts, vibration impact eval. on adjacent facilities, and soldier pile and tieback retaining walls; construction support.	
	ODOT, Hwys 395, 26, 5 & 19: 7 Bridge Design/Builds. Rock fall mitigation, rock cuts, soil nail walls, CIP wall, soldier pile tieback walls, MSE walls, embankment, scour mitigation, driven piles, drilled shafts, and spread footings, construction support.	
	ODOT, US 26 Emergency Landslide Investigation. Landslide investigation/mitigation alternative evaluations, buttress & shear key stabilization final design and construction support.	
CUSTOMER FEEDBACK: <i>"(Park) was very knowledgeable and communicated well during all aspects of the project. I would not hesitate to hire them in the future."</i> –Mark Hanson, PE, former ODOT Region 5		

2.2.6 HDR's Project Management for CA/CEI Services

2.2.6.A.1. Management and Organizational Structure / Chain of Command

The HDR Team has a history of providing seamless capacity and flexibility to ODOT in effectively delivering Construction Administration (CA) and Construction Engineering / Inspection (CEI) services for projects throughout Oregon. Engrained with a proactive management style and a client-focused perspective, HDR's **Project Manager / Price Agreement (PA) Manager, Heather Carter, PE** will represent HDR as the single point-of-contact for the PA. She is in responsible charge of the HDR Team's construction project managers, providing engineering oversight of project administration in accordance with ODOT requirements for state, local, and federally funded projects. She also will assist with project and technical issues, and provide management-level QC review. Heather has demonstrated success in delivering ODOT projects, both as a consultant and as Agency staff. As a former ODOT Construction Project Manager, she was responsible for the oversight of the construction office and administration of federal aid projects. Heather oversaw inspectors, QCCS, contract payments and administrative staff. She will impart all of her knowledge of ODOT and LPA processes, expectations, policies, and procedures into each project, to conform to federal funding procedures, ensure timely delivery, and produce high-quality construction projects.

"Heather has ... demonstrated she has the knowledge and ability to successfully administer complex construction projects." – Bob Pappé, Traffic and Roadway Engineering Manager, ODOT

When Work Order Contract (WOC) opportunities arise, Heather will collaborate with **HDR's Principal-in-Charge, Dave Moyano, PE/SE**, to assign WOC project managers and technical staff from our Oregon-based HDR staff and/or our diverse selection of subconsultant partners. We will assign WOC PMs and internal discipline staff by comparing the WOC needs versus each individual's knowledge, skills, and abilities including: similar ODOT/LPA state, local, and federally funded project experience; technical expertise; site knowledge; owner / stakeholder relationships; project proximity; and availability. WOC PMs will provide day-to-

Having successfully delivered projects for ODOT and OR LPAs since the 1980s, HDR has an exceptional record for constructing practical, high-quality projects. HDR's Oregon-based staff has a detailed understanding of key requirements for successful construction management that capture full funding participation:

- **Construction standards and practices, and agency culture for contract administration.** Heather Carter and Bill Barnhart have years of experience at ODOT leading similar construction projects; they know Agency expectations and how to deliver projects *the ODOT way*.
- **Cooperation and responsiveness to stakeholders and maintenance.** We understand that we are an extension of ODOT/LPA staff; our performance affects your relationships with local partners and Oregon taxpayers. *This drives our approach.*
- **Compliance with state, federal and local requirements.** Through decades of serving the local community, HDR understands Local Agency and ODOT/FHWA requirements, *keeping your project funding secured.*
- **Environmental commitments and compliance.** ODOT's ability to maintain its extensive infrastructure in environmentally sensitive areas depends on its ability to meet its NEPA, environmental and programmatic commitments. HDR will enforce written requirements and support permit goals to maintain your partnerships with oversight agencies—keeping projects on schedule.
- **Quality Control/Quality Assurance.** We know that you will own and maintain what HDR helps build. We diligently enforce the contract documents according to your QC/QA processes and procedures so you don't have to accept an inferior product.
- **Local area understanding.** We are an Oregon-based firm that understands the cultures and values of every geographical area in the state. And our statewide distribution of resources means that we can provide local, cost-effective construction management throughout Oregon—just as we have done for decades.

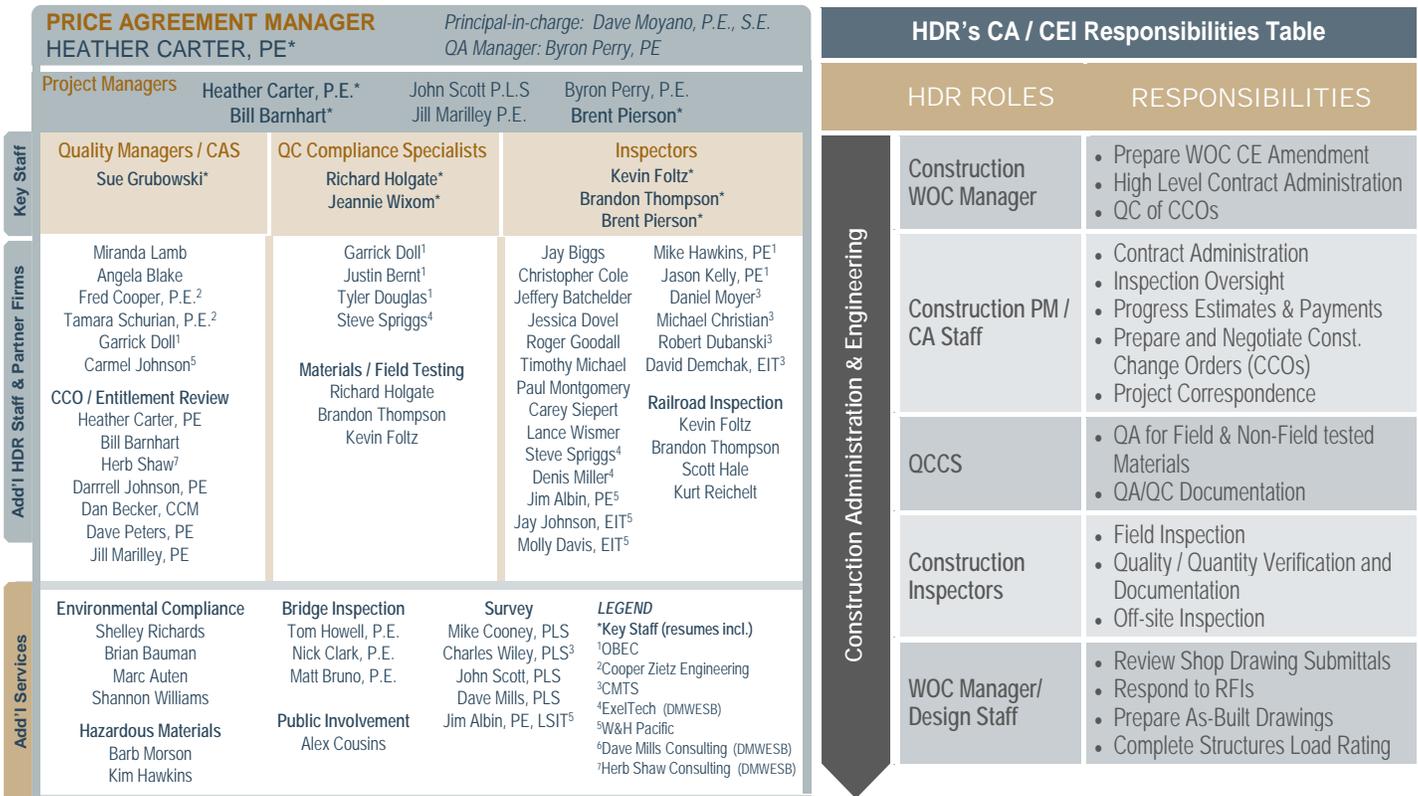


Figure 1. The HDR Team's structure allows us to respond efficiently to every project opportunity solicited through this Price Agreement.

day contract and project oversight to make certain the HDR Team is providing responsive, high-quality service. **Byron Perry, HDR's QA Manager**, will manage the overall QA Program for all projects, and will ensure that project-specific QA Leads are partnered with each WOC PM.

WOC Manager Bill Barnhart will organize and directly oversee project teams and QA audits for WOCs. Bill's three decades in ODOT (in maintenance and construction) provides seamless integration into any ODOT/LPA project. The WOC manager is responsible for most of the project delivery tasks and assures that ODOT/LPAs receive on-time delivery of the projects within budget in accordance with contract standards and full funding participation.

2.2.6.A.2. Selecting Subcontractors for WOC Assignments, & How Utilized and Managed

Selecting Subconsultants. HDR has selected a wide range of specialty subconsultants including OBEC for this contract, each chosen based on their technical expertise, strong work ethic, and excellent prior working relationship with HDR. Each firm, aligned with their proposed role(s) to economically serve ODOT in every region, is depicted on our organization chart (Fig 1

above). For each WOC opportunity, Heather Carter, Dave Moyano, and our designated WOC PM, will collaborate to select the most appropriate subconsultants for the project's needs. This process is driven by the guiding principle of: **"Doing what is best for the project and the client,"** and a selection process aimed at delivering successful projects while capturing full funding participation.

Utilizing DMWESB Firms. HDR is committed to advancing DMWESB participation on our projects, as demonstrated by our record of achieving a 10% participation rate over the past 10 years. We have included three highly qualified DMWESB firms on our construction team, and we will use their services whenever appropriate to support this value.

Managing Subconsultants. HDR integrates every partner subconsultant into the HDR Team as an extension of our own staff. This includes their active participation in project scoping and execution discussions; providing technical expertise to develop innovative and cost-effective solutions; participating in decision-making; developing scopes of work, schedules, and budgets for their assignments; providing input on project schedules; and executing their work with care

- Clear and detailed scope, schedule, and budget, mutually agreed to by the client at NTP as a baseline for performance monitoring.
- Continually updated (and detailed) critical-path schedule that articulates the task interdependencies, QC timelines, and delay consequences.
- Set of WOC Construction PM expectations to proactively drive the schedule.
- Risk Registers and Decision Logs / Action Item Lists (with status and assignments articulated) to support timely decision-making.

Other methods we use to avoid potential schedule delays are:

Timely preparation of WOCs. Within 48 hours of selection, our WOC PMs communicate with the client to confirm the project's opportunities and constraints, and begin the WOC preparation process.

Proven understanding of environmental compliance processes. HDR's environmental staff know how to ensure bidding and construction can occur during approved work windows.

Making the right staff assignments. Selecting the right team, with proximity to the project, is essential to coordinating and expediting projects to meet ODOT/LPA schedules—without sacrificing quality. The HDR PM will confirm the proposed technical staff and assign appropriately experienced staff for Title 23 compliance and successful documentation audits for timely project close-outs. The HDR Team includes experts at reviewing contractor schedules to forecast when inspections are anticipated, material reviews are required, or vital construction operations (such as traffic switches) are needed. HDR has a steady group of construction managers, inspectors, QCCS, and CAS staff with extensive ODOT experience. Further, we have partnered with seven firms (listed in Fig 1) to offer additional capacity in times of acceleration, multiple operations, or specialized needs. Our construction team prides itself on having built 100+ projects across Oregon with an average change-order rate of only 2.4%.

2.2.6.B.2. HDR's Flexibility and Approach for Adjusting Schedules or Staffing to Meet Schedule

Each construction project is unique in its issues and coordination needs; schedule acceleration, high risk work and other issues cause fluctuations in needed resources. Our PMs recognize that flexibility is crucial in

meeting construction schedules and staffing projects. We use project-specific staffing plans (see Fig 3) that are developed based upon contract schedule, project geographic locations, known contractor performance, and current workloads. We identify additional needs or opportunities for streamlining staffing through project-specific inspection plans developed in conjunction with the Contractor's proposed schedule of work using a risk-based matrix for determining inspection needs. Our construction inspection staff will come on and off projects to meet the demands of construction tasks without unduly burdening construction projects with inspection staff when unneeded.

Our flexible workforce and ability to leverage subconsultants means we can be responsive to project needs without having to maintain excessive staffing levels when they aren't needed. **HDR has CA/CEI project management staff located in Portland, Salem, Roseburg, Bend, and Boise**, providing the centrally located personnel to provide services throughout Oregon. In addition HDR's teaming partners have been chosen for their expertise, availability of ODOT-certified staff and geographic locations. With HDR's geographically diverse team, we can minimize travel and per diem costs while providing a strong on-site presence.

HDR uses a variety of staffing structures to meet project requirements. Documentation and inspection levels can be different for each project based on the funding source, and partner and oversight agency requirements. Teams are tailored to meet the requirements, funding sources and budget. Our integrated teams are effective at managing multiple projects, reducing the fixed overhead associated with underutilized staff assigned to a single project. We are immediately responsive if additional staff are needed and we can use on-call local subconsultants to meet short-duration needs, thereby reducing travel and per diem costs.

2.2.6.C. QC Procedures and Policies for CA/CEI

The best way to save money is to ensure it's never wasted. The HDR Team understands that the best opportunities for efficiency and successful project delivery start with proactive identification and resolution of issues. **Our Quality Program was tailored for, and used on, more than 250 bridge replacements for ODOT during the past 8 years.** It is based on ODOT's *Inspectors Manual* and *Construction Manual*, and

Tools Facilitate Construction Quality Control

Tool	Benefit
Independent Audits of FIRs	Audits of daily Field Inspection Reports (FIRs) for completeness, accuracy, and conformance.
Document Control	Electronically stored daily FIRs (incl. material certifications and source documents), non-compliance reports, and photo logs for quality control integrity.
Cost Control	Uses HDR's management information system to inform ODOT PM of budget.
Compliance & Communication Protocols	Defines method to effectively coordinate contractor compliance and performance results, expenditures, and forecasts.
Management Oversight	Monthly management reviews to ensure ODOT satisfaction.
Quality Alerts	Use of quality alerts identifying critical items of work to provide for public/worker safety and product quality.

ensures that contractors build projects in accordance with the plans and specifications, provide timely and accurate product and material certifications, and perform work on time and in the proper sequence.

Our construction management and inspection staff bring 50+ years of combined experience in ODOT project delivery. They understand what to look for, how to ensure that complete and timely project documentation is produced, and how to provide sufficient project records to protect against project disputes and claims while capturing full funding participation.

Procedures with Clear Roles Deliver Results

- **HDR's PA Manager** is in responsible charge of the construction management. Periodic reviews of deliverables (including schedule and budget updates, and documentation) are conducted to verify conformance of construction and deliverables with contract requirements as well as ongoing monitoring of status and work issues. We diligently enforce contract documents to deliver a well-documented project that will pass audits, leading to timely close-out and final payments.
- **The WOC Manager** reviews the contract scope and schedule and selects ODOT-certified staff for the project based on geographic location, availability and technical expertise. Project teams generally resemble internal ODOT delivery models

but may be modified with Agency concurrence to reduce budget costs. The WOC manager is responsible for delivering construction projects in accordance with ODOT/LPA requirements including inspection, quality and quantity documentation, contract administration, correspondence and reporting. We know how to deliver projects *the ODOT way*, aligned with the nature of project funding.

- **Construction Handoff:** The WOC Manger prepares a communication plan and the CE team (including design team members and subconsultants) participates in a Construction Handoff meeting to review roles and responsibilities, stakeholder commitments, mobility and access requirements; share any design concerns; and identify areas of potential risk. The meeting facilitates the CA/CEI team's understanding of the design intent, which aids with accurate, efficient construction administration.
- **Contract Administration:** The construction management team is responsible for administering the work in accordance with ODOT standards and contract documents; preparing quality and quantity documentation, estimates, and project correspondence; conducting project meetings; reviewing the schedule; and monitoring project budgets. An emphasis is placed on inspector presence in the field to inspect work as it is being completed and to proactively identify and communicate issues.
 - **Inspectors** are responsible for monitoring quantity and quality documentation in partnership with the QCCS as part of the measurement and payment. Inspectors review the contractor's layout and work, identifying nonconforming work, and looking ahead to proactively identify issues. Documentation is detailed and includes information to record the contractor's impacts to its work, site conditions, staffing levels and other important documentation.

Proven Procedures: HDR's record of project delivery with multiple funding sources **including ARRA, Tiger, Tiger II, FHWA, FRA, EPA and JTA** demonstrates our ability to produce detailed, complete, and accurate project documentation that meets ODOT/LPA needs for an auditable quality program. This record also shows project conformance to plans and specifications. ***We have a proven track record of project closeouts that protect project funding.***

- **Contract Administration** staff are responsible for preparing contract documentation, correspondence, pay estimates, quantity and quality documentation reviews, contractor submittals, independent estimates for changes, payroll review, and reporting for scope, schedule and budget. This enables passing audits the first time, leading to timely closeouts.
- **Closeout** tasks are continuously performed by the entire team. As-builts are maintained by inspection staff and are checked by the Contract Manager as part of the QC process and again prior to submission. After project completion, a closeout meeting is held with ODOT and design staff to review performance as part of continual process improvement and communication of “lessons learned.”

2.2.7 Proposer's Cost-Effectiveness for CA/CEI

2.2.2.7.A. Ensuring Cost-effective Tasks & Deliverables

The bottom line matters to ODOT, LPAs and to us, the Oregon taxpayers. Cost-effective delivery of construction projects is predicated on integrating design and construction; proactive management of construction for scope, schedule, and budget; and timely resolution of project issues. Oregon has unique challenges in maintaining its infrastructure, and contains a vast array of geographic and demographic differences. **We faced and overcame these challenges on the 270 new bridges in the OTIA III Program.**

Following are overviews of a few of HDR's proven processes for delivering cost-effective projects. With HDR, ODOT/LPA can trust that project funding will be used wisely and efficiently.

Appropriate level of effort to meet funding requirements. HDR's experience managing construction projects according to the multiple delivery models used by ODOT/LPAs has resulted in a detailed understanding of the variable level of effort needed to complete the work. We bring the proven tools to increase efficiency and understand the potential for risk

and cost benefit of construction management and inspection. Deliverable requirements can vary widely based on the types of funding, project commitments, stakeholder participation, and many other factors. **Our understanding of the design, permitting, and construction process helps identify deliverables and activities that may align with a variable level of effort to reduce cost.**

Servicing Remote Projects. HDR is well-suited to meet project needs while controlling costs by using centrally located staff in combination with local consultants to staff jobs, while keeping travel and overhead costs down. We provide field staff with a variety of tools including our on-line contract documentation system to efficiently complete their work, communicate progress and decision points with the client, and ensure that documentation is thorough and correct.

Resolving Project Issues. ODOT recognizes that it is not cost-effective or feasible to produce project plans that are perfect, and changes in the work are inherent to construction. It is the construction management team's responsibility to ensure that the contract requirements are enforced and that the construction is facilitated to achieve the best project at the lowest cost. **Resolving issues in a manner that is fair and consistent with ODOT's policies and culture reduces Contractor and Agency risk and results in long-term cost savings by not driving up contractor bids.** We will assess the value of using “Partnering” on projects with recommendations made to ODOT during final bid document preparation.

HDR leads timely communication and feedback among team members and ODOT/LPAs so that issues are identified and resolved before they incur costly overruns and change orders. As an extension of ODOT/LPA staff, we strive to solve issues with a partnering attitude that strengthens relationships with local partners.

Document Maintenance Streamlines Process. Deliverables such as as-built records are completed on

HDR's cost-saving measures benefit clients. HDR has a *proven track record* of managing within its budgets and routinely turns back budget on its construction projects. The West Vancouver Freight Access project, a multi-year construction program administered for the Port of Vancouver by HDR, includes capital improvements totaling over \$150M. The program uses federal, state and private funding sources and includes requirements for ARRA, Tiger and Tiger II grant funding in accordance with Washington DOT Local Agency Guidelines. During the 2012 construction season, HDR's construction management team returned more than \$250,000 in unused construction services budget *while continuing to meet its performance goals.* We treat the client's money and resources like our own.

an ongoing basis, and quality and quantity reviews are performed periodically so that close-out is quick and efficient, reducing rework to meet requirements and capturing full funding. Continually monitoring progress allows us to control costs and assure timely completion of tasks and deliverables.

We use **Workload leveling** practices to use available staff efficiently. Our WOC manager works with ODOT/LPA project managers to identify potential impacts early to provide opportunities for timely mitigation. Our inherent understanding of ODOT's culture built through 50+ years of collaboration also means that **we work as a team with ODOT staff and can support the Agency when staff augmentations are more feasible or a higher level of Agency involvement is demanded by the project.** We will use a variable staffing approach on each project recognizing that different stages of construction call for different levels of onsite staffing.

2.2.7.A.1. Ensuring Low Travel Expenses

HDR's travel, lodging, and per diem expenses are kept low through the development of **project teams based on regionally available, certified, and technically qualified** staff including subconsultants. Administrative staff support the project in multiple ways depending on project scope. We also use government mileage and meal-allowance rates commensurate with ODOT's own reimbursement scales. HDR's organizational structure ensures ODOT receives the right staff at the best rate, while gaining extensive experience and technical ability. **We charge only the hours required for the job; if we don't work the time, we return the available budget.**

HDR develops a risk-based matrix to define a cost-effective staffing structure.

PROJECT AUTHORIZATION BREAKDOWN				CONSTRUCTION OVERSIGHT MPB BASELINE PROPOSED															
				FTE's															
				Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
OR200: Bear Cr. - S. Fork Siuslaw River - Bundle 509 (Bridges: 5 +STIP)	Baseline FTE's	Baseline Total Hour	Baseline Total	BD LE															
Construction Manager	XXX	1.09	188.93	#N/A															
Construction Administration Specialist	XXX	1.45	251.33	#N/A	0.10	0.15	0.05	0.03	0.03	0.03	0.03	0.03	0.03	0.09	0.09	0.09	0.05	0.03	0.03
Quality Control and Compliance Specialist	XXX	1.16	201.06	#N/A	0.10	0.24	0.16	0.03	0.03	0.03	0.03	0.03	0.03	0.12	0.12	0.06	0.06	0.06	0.06
Contract Payment Specialist	XXX	0.72	124.80	#N/A															
			Subtotal:	\$															
Inspector	XXX	0.78	135.20	#N/A				0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Inspector	XXX	0.26	45.07	#N/A				0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
			Subtotal:	\$															
TOTAL Design-Bid-Build Oversight		5.46	946.38	#N/A		0.20	0.39	0.25	0.10	0.10	0.10	0.10	0.10	0.25	0.25	0.19	0.15	0.13	0.13
Yearly 2010 FTEhrs =				173.33	Hours / Month														

PROJECT AUTHORIZATION BREAKDOWN				CONSTRUCTION OVERSIGHT															
				FTE's															
				Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
OR200: Bear Cr. - S. Fork Siuslaw River - Bundle 509 (Bridges: 5 +STIP)	First FTE's	First Total Hours	Baseline Total	BD LE															
Construction Manager	XXX	1.72	298.13	#N/A															
Construction Administration Specialist	XXX	1.26	218.40	#N/A	0.04	0.06	0.04	0.03	0.04	0.03	0.04	0.03	0.06	0.06	0.10	0.07	0.04	0.03	
Quality Control and Compliance Specialist	XXX	1.94	232.26	#N/A	0.04	0.04	0.05	0.05	0.07	0.09	0.07	0.09	0.16	0.15	0.10	0.09	0.12	0.22	
Contract Payment Specialist	XXX	0.67	116.13	#N/A															
			Subtotal:	\$															
Inspector	XXX	0.26	45.07	#N/A				0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	
Inspector	XXX	0.26	45.07	#N/A				0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	
			Subtotal:	\$															
TOTAL Design-Bid-Build Oversight		5.25	909.98	#N/A		0.08	0.11	0.10	0.09	0.12	0.13	0.12	0.13	0.23	0.22	0.21	0.17	0.17	0.26
Yearly 2010 FTEhrs =				173.33	Hours / Month														

Project expenses occur in a variety of ways. While those associated with travel, per diem, and higher overhead are more readily apparent, the intrinsic costs of project delivery are not always obvious. HDR's construction project managers understand that on-time project delivery, meeting intermediate milestones, and ensuring that deliverables met the ODOT way keep the investment dollars low, too. Our staff's understanding of ODOT's standards, policies, and procedures enables us to reach effective solutions; it is built on a solid foundation of Agency values and goals through years of projects working together. We understand the business and what it takes to deliver.

2.2.7.B. Methods, Tools and Processes for Developing Estimate for Services

Accurate estimates for services are essential for structuring the budget for maximum impact. The client must be able to plan on a range of expected fees and rely on allocating other funds toward capital costs. HDR is skilled at developing these estimates, as evidenced by the examples in Table 4.

Table 4. Cost savings in both CEI and Construction Authorization for HDR-managed construction Projects

	Const. Author. Budget	Const. Author. Expenditure	Const. Author. Savings incl. CEI	CEI Services Savings est. vs. actual
Irrigon Junction - Hilgard Intch.	\$12,371,793	\$12,116,687	\$255,106	\$68,630
I 84: Dodson - Tanner Creek	\$14,494,381	\$14,307,340	\$187,041	\$648,943
1-84 Stanton Blvd - Snake River	\$7,833,660	\$7,464,038	\$369,622	\$236,752
I-5 Louse Creek - US 199	\$21,281,193	\$20,600,680	\$680,513	\$148,762
US 20 Beaver Crk - Little Beaver Crk	\$2,923,138	\$2,296,946	\$626,192	\$285,492



We use the following tools and processes to develop and refine our CA/CEI services estimates.

- **Scope Identification.** HDR's PA Manager and WOC Manager detail a statement of work. It includes project understanding, proposed staff for construction administration and inspection, special inspections or fluctuations in onsite staffing needs as a result of compressed or high-risk construction operations for limited times, and documentation requirements.
- **Risk-based Assessment.** Next, we use a risk-based matrix evaluating each of the inspection areas. Based on the risk evaluation results, the WOC Manager defines a staffing structure to meet requirements. In some cases, the WOC Manager may recommend a modification to the staffing to achieve more efficiency, especially for low-risk tasks that may be inspected at milestones rather than on an ongoing basis.
- **Schedule.** An aggressive schedule may demand additional staff for 24-hour operations or may result in cost savings from compressed durations.
- **Competitive Rates.** Once the team and duration are established, we develop a detailed fee estimate based on approved competitive rates. Staffing are selected based on technical qualification and certifications required for the work from the most appropriate wage rate pool available. HDR recognizes that as workload increases it is possible to allocate fixed costs across a larger pool and optimizes utilization to give ODOT the benefit of lower multipliers and overhead.

These cost estimates are further reviewed in a detailed QA/QC process to assure the best value for the Agency. ODOT/LPAs will get competitive CA/CEI cost estimates because we believe that the bottom line is defined by protecting our long-term *relationships*.

2.2.7.B.1. Ensuring Estimates are Fair and Reasonable

HDR partners with our clients and treats their project funds with the same diligence as if they were our own. This focus on benefitting our

Proven Steps to Assuring Cost-effective Tasks, Deliverables

Provide the Appropriate Level of Effort

- **Staffing levels match workload requirements.** HDR's construction PMs assign FT staff to projects and augment with firm resources to support fluctuations.
- **Workload balancing among multiple projects to share staff where possible** – reducing your cost while increasing access to specialists.
- **Administrative staff coordinate multiple projects, increasing efficiency and reducing overhead.** HDR's company-wide CA/CEI fee approach is to **keep staff highly utilized to keep the multipliers down.**
- **Risk-based project evaluation** focuses inspection efforts on high-risk items, saving funds while maintaining project integrity.
- **Skilled professional and technical staff that function as an integrated team,** maximizing efficient use of time.

Drive the Schedule

- **Identify critical path** items early and manage to meet these milestones, thus reducing costly delays.
- **WOC Manager develops scope of services based on project schedule.** Budget is based on level of effort necessary to meet the scope of services (e.g., full-time, intermittent, staff augmentation).
- **Full-time or intermittent inspections** and support from construction administration staff as-necessary to meet project reporting and QA/QC requirements.
- **Proactive identification of cost-saving opportunities through construction phasing or accelerating,** and assuring ODOT/LPAs receive the financial benefit for changes that facilitate construction.

Meet Agency Requirements to Safeguard Funding

- **Understand reporting requirements and deliverables** based on owner needs and funding sources. Working with ODOT/LPAs to define project deliverable needs and efficient delivery timelines.
- **Match the necessary staff for inspection and administration with the projected life of the project, identifying special inspection needs.**

Work Smartly – Efficient Tools and Structure

- **On-line contract documentation system** facilitates status awareness and assists with tracking key issues, helping avoid delays by keeping information at the staff's fingertips.
- **Forecasting** budget-usage levels allows mid-task adjustments to meet budget and scope.
- **Experienced construction negotiators** bring confidence to the table and deliver equitable solutions.
- **Local coverage throughout the state** through centrally located Construction PMs, regionally located construction staff, and local subconsultants reduces travel, lodging, and per-diem expenses.

partners extends not only from providing the appropriate services at a reasonable cost, but also in locating opportunities to find cost savings in other parts of the project. With the HDR Team, ODOT/LPAs can rest assured that your construction dollars are invested in your projects.

Each set of contract documents, including the SOW, schedule and fee estimate, undergoes a formal QAQC process before submittal to ODOT/LPAs to ensure that HDR is submitting accurate, reasonable, and reliable fee estimates that are fair to both the Agency and our team. This QAQC process includes:

- A comprehensive, independent QC review of the scope, schedule, and fee by both the PA Manager (Heather Carter) and HDR's Construction Group Manager, (Bill Barnhart).
- Comparisons against similar projects, industry standards (percent of construction), and metrics (historical projects of similar scope, location and type) will be used to assess the reasonableness of the fee.
- A Full-Time Equivalent, resource-loaded schedule calculation to assess the reasonableness of the designated staff required to complete the task.
- A final WOC review is conducted by HDR's Principal-in-Charge, Dave Moyano, before submittal.

2.2.8 Project Team and Qualifications for CA/CEI

The HDR Team's CA/CEI staff are highly reliable, competent, trustworthy, local, and available – attributes vital for making ODOT/LPA staff's lives easier and for constructing quality projects. Our staff have extensive knowledge of the full range of funding requirements, construction techniques that allows us to identify issues and helps facilitate the construction process. We understand that correcting problems before they affect the schedule and budget provides ODOT/LPAs with long-term cost savings in: reduced life-cycle maintenance costs, reduction in manpower to address nonconforming work, reduced claims, and fewer impacts to the traveling public. Our exceptional communication skills and understanding of ODOT's culture help us identify issues that require resolution by the project team and provide sufficient supporting information so that decisions are made to efficiently address the issues and reduce risk. We will ensure that the project is constructed to meet the design intent and the requirements of

The HDR Team's staff offer ODOT/LPAs key benefits:

- **Years of combined ODOT construction inspection experience**, either as an ODOT Construction PMs or from other construction inspection projects—more than 120 construction projects in the past 5 years. This wealth of experience eliminates all learning curve inefficiencies and brings successful experiences from other ODOT/LPA projects.
- **Unbiased Key Staff that possess initiative, perseverance, and can-do attitudes.** Throughout construction, our staff will anticipate and proactively solve problems before they arise, including reviews of the contractors critical path schedule. This brings reliability to the schedule, and maintains ODOT's reputation for high quality construction standards.

the plans and specifications. Our documentation will be timely, thorough, and will capture full funding participation for each bid item.

2.2.8.A. Project Manager's Experience with CA/CEI on Similar Projects

HDR's and our subconsultant firms' (such as OBEC's) Construction Project Managers have two decades of experience supporting every type of ODOT project, large and small, in every Region. Heather Carter, John Scott, Byron Perry, and Bill Barnhart were all former ODOT construction leads, so they know *the ODOT way for all funding sources*. They have extensive knowledge of contracts and documentation that includes specifications, federal reporting requirements, and CCOs. Through years of experience, they have become experts at managing projects in heavily constrained, high-traffic volume urban areas and remote sites. These staff are trained in the contract payments system. They have worked with Oregon's contractors, so they know their strengths and weaknesses, and are familiar with

With the HDR Team, ODOT/LPAs get:

- Project oversight by staff with ODOT/LPA experience—staff that know Agency expectations and how to deliver projects.
- Certified inspection staff with LOCAL technical experience; staff that know Oregon's contractors.
- Staff trained to use Construction Inspectors and LAG Manuals, Field Tested and Non-Field Tested Materials Guides, and QPL
- HDR's commitment to enforcing contract requirements and producing quality constructed projects through partnerships and accountability.

Figure 6. HDR Team staff have certifications in Inspection and QC/QA to cover every contingency.

HDR Team CA / CEI Staff	Location	Inspection						QCCS						
		ODOT General Construction Inspector	Bridge Construction Inspector	Drilled Shaft Foundation Training	Environmental Construction Inspector	Flagging	HMAC Inspector	Traffic Control Supervisor	Traffic Signals Inspector	Certified Aggregate Technician	Certified Embankment Technician	Certified Asphalt Technician I	Certified Density Technician	Quality Control Technician
Brent Pierson	Bend	●	●											
John Scott	Portland			●										
Sue Grubowski	Portland	●					●							
Jeannie Wixom	Portland	●					●		●	●	●	●	●	●
Richard Holgate	Portland	●	●	●			●		●	●	●	●	●	●
Kevin Foltz	Portland													●
Brandon Thompson	Portland	●	●	●			●							●
Steve Spriggs ¹	Portland	●	●	●			●		●					●
Denis Miller ¹	Salem	●	●	●		●								●
Herbert Shaw ²	Salem	●	●	●	●	●	●		●					
Daniel Moyer ³	Portland	●												
Robert Meshew ³	Portland			●										
Michael Christian ³	Portland	●				●		●						
Robert Dubanski ³	Portland		●					●						
David Demchak, EIT ³	Portland	●	●											
Robert Hietpas ³	Portland	●	●											
Jeremi Freauff ³	Sandy	●	●											
Justin Berni ⁴	Eugene	●	●	●		●	●	●	●	●	●	●	●	●
Garrick Doll ⁴	Eugene	●	●	●		●	●	●	●	●	●	●	●	●
Tyler Douglas ⁴	Medford	●	●	●		●	●	●	●	●	●	●	●	●
Mike Hawkins ⁴	Eugene	●	●	●		●								●
Jason Kelly, PE ⁴	Lake Oswego	●	●		●									●

(1) ExcelTech; (2) Herb Shaw Consulting; (3) CMTS; (4) OBEC

their construction practices and performance. Heather Carter and Bill Barnhart have participated in subcommittees to update the Standard Specifications—giving a high degree of reliability to their inspections.

Heather Carter, P.E., is committed to providing responsive service to the Agency. Her experience includes planning, coordinating, budgeting and supervising construction projects from early development to completion. She worked for ODOT for 5 years as a Construction Project Manger and was involved in the delivery of both Region and ADU projects involving federal, state, and local funding. She is deeply familiar with ODOT policies and procedures; in fact, she participated in statewide committees including the QA/QC process improvement; the update of the 2010 Standard Specifications, Section 100 Committee, ODOT/AGC Committee, and program development for the ODOT Inspectors Certification program. Heather’s experience includes managing a wide array of bridge, modernization, safety and preservation projects—more than 45 projects statewide—and successfully resolving

varied construction issues including atypical site conditions, contract changes, change orders, and disputes.

2.2.8.B. Key Staff Resumes

Because we believe that our success is defined by our ability to earn your trust, eliminate surprises, and capture full funding participation with timely project closeout, we have selected Key Staff with the superb ODOT training, unrivaled ODOT experience, and an engrained understanding of how to perform CA/CEI *the ODOT way*. HDR’s Key Staff are professional construction managers and inspectors, not *designers-that-do-construction* when their regular workload slows down. They have each served in that exact role either at ODOT or for ODOT, on similar construction projects. Our Key Staff are highly reliable, competent, trustworthy, local, and available – attributes vital for making ODOT’s life easier and for constructing quality projects. As such, **they each possess a strong knowledge and understanding of ODOT plans and specifications – leading to a high degree of reliability.** Our staff have the proper certifications, communication skills, and ability to act independently, obediently, and thoughtfully while responding instantaneously to every ODOT request. Our team’s staff are located in Portland, Bend, Roseburg, Medford, Eugene, and Salem to maximize responsiveness, minimize travel costs, and allow for in-face meetings at a moment’s notice. Selecting HDR enables ODOT/LPAs to have the peace of mind that your project will be constructed exactly as planned and specified, with none of the hassles or inefficiencies that come with using the *wrong* consultant staff.

HDR’s Bill Barnhart has 30 years of experience managing construction projects involving the full range of funding sources, and served as the District 2C Maintenance Manager in Region 1 for 7 years. Bill has extensive knowledge of construction management, the Oregon Standard Specifications, construction means and methods, complex construction staging, mobility standards and the environmental constraints regarding in-water work windows. Bill is HDR’s Construction

“Bill (Barnhart) has more knowledge and experience in administering transportation projects than anyone I have worked with in my 40+ year career.” - Ron Reisdorf, OTIA III Senior Construction Engineer, ODOT

Services Program Manager, leading teams of construction management staff supporting projects for the Port of Vancouver, the City of Bend, and the ODOT OTIA III program. Bill provides his technical knowledge supporting complex construction issues, ensures client needs are timely met and appropriate staffing levels are

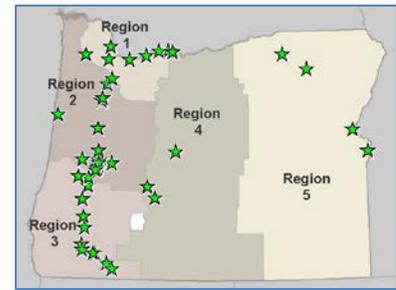
available for the workload demand. Bill's knowledge and understanding of construction techniques and construction contracts has been instrumental in belying contractors' claims, identifying potential construction issues early and resolving them to avoid incurrence of additional costs due to potential delay.

Figure 7. HDR's Key Staff are experts at leading full-service construction teams the way ODOT/LPA clients want them. They are supported by HDR's management team, providing continuity and cost-effectiveness.

<p>Brandon Thompson – Senior Construction Inspector with 15 years of experience in acceptance testing, material quality control, independent assurance sampling and testing, design reviews, developing specifications, contracts and estimates for transportation projects</p>	<ul style="list-style-type: none"> • ODOT, I-84 Sandy River Bridge Replacement • ODOT, US 26: East Fork Dairy Creek – McKay Creek Bridge Replacements 	<ul style="list-style-type: none"> • ODOT, I-84: Moffett Creek Bridge Replacement • ODOT, I-84 Cascade Locks – Second Street (Hood River) Bridges
<p>Brent Pierson – Skilled construction manager with 20 years with ODOT in construction and maintenance. Experience working statewide in a wide range of projects including complex bridges, concrete & steel structures, and roadway widening / preservation.</p>	<ul style="list-style-type: none"> • City of Bend, G.O. Bond Transportation Improvements (6 projects) • ODOT, I-5 Row River • ODOT, Oregon Ave. – I-5 Overcrossing (Creswell) 	<ul style="list-style-type: none"> • I-84 – Pendleton – North Powder, ODOT • Irrigon Junction – Hilgard Interchange, ODOT • ODOT, I-84 – Stanton Blvd – Snake River
<p>Sue Grubowski – 33 years contract management experience on highway and road construction projects. Expertise in interpreting contract plans and specs, preparing engineering and work plan budgets, preparing and submitting semi-finals, monitoring contractor schedules and engineering costs, and preparing additional authorization requests.</p>	<ul style="list-style-type: none"> • ODOT, I-84 Sandy River - Jordan Road • ODOT, Wilson River Bridge – Agaard Rd. • ODOT, I-5 @ Hwy 217/Kruse Way, Clackamas/Wash. Co. 	<ul style="list-style-type: none"> • ODOT, Columbia City/ Warren, Columbia Co. • ODOT, Mt. Hood to Chemult, Clackamas, Jefferson, Deschutes and Klamath Co.
<p>Jeannie Wixom – Experience with inspection, surveying and Quality Control Compliance with ODOT; 28 years of experience on Oregon projects. Formerly the QCCS Coordinator for the Oregon Bridge Delivery Program, using ODOT Standard Specifications and state and federal highway guidelines.</p>	<ul style="list-style-type: none"> • ODOT/City of Scappoose, US30: Havlik Drive Int./Havlik Drive Extension Sec. • City of Wilsonville, Boeckman Road Extension 	<ul style="list-style-type: none"> • City of Salem, Union Street Bridge • ODOT, Burnt River (Dixie Creek) - Lime Interchange • ODOT, I-84 Sandy River - Jordan Road
<p>Richard Holgate – Providing QC for major highway and road projects for 12 years. Tracked and verified nearly all field-tested materials and non-field tested materials.</p>	<ul style="list-style-type: none"> • ODOT, I-5 Willamette River Bridge • ODOT, I-5 Whiteaker Ave. – London Rd 	<ul style="list-style-type: none"> • ODOT, I-5 Sodom Ditch – Calapooia Overflow • ODOT, I-5 Coast Fork Willamette – Martin Creek
<p>Kevin Foltz – 20 years of materials testing and construction inspection experience including concrete and asphalt surfacing, utility construction and relocation, environ. remediation, structural, hydraulic, hydrologic, general civil projects.</p>	<ul style="list-style-type: none"> • Port of Vancouver, West Vancouver Freight Access • ODOT, Cascade Locks – Hood River 	<ul style="list-style-type: none"> • ODOT, Oregon Bridge Delivery Partners • ODOT, Dodson Creek – Tanner Creek

HDR's staff have a wealth of construction experience on projects that span ODOT's Regions. Because of our strong foundation of ODOT and LPA projects, we bring a full understanding of delivery methods, community culture, and commitment to stakeholders—that allows us to clearly communicate project issues, provide recommendations, enforce project requirements and facilitate project delivery to support our client's communities. You'll find our staff is well suited to provide detailed documentation and information to project managers; support design staff in making timely and accurate decisions; and provide sufficient project records to protect agencies against protests and claims. An overview of some of these projects is presented in the map, right, and in the table, next page.

HDR has constructed projects throughout Oregon.



HDR's staff have constructed projects in every ODOT region, successfully performing every role needed to support ODOT/LPAs statewide.

Client, Project Name	ODOT Region	PM	Roles Performed		
			CM	QCCS	Insp
City of Wilsonville, Boeckman Road Extension	1	Scott	✓	✓	✓
ODOT, OR6: Devils Lake Fork Wilson River	1	Barnhart	✓	✓	✓
ODOT, OR 58: Odell Creek - Crescent Creek	2	Scott	✓	✓	✓
ODOT, OR 58: US 97 Overcrossing	2	Scott	✓	✓	✓
ODOT, Oregon Avenue - I-5 O'xing (Creswell)	2	BB/BP	✓	✓	✓
ODOT, I-5: N. Santiam - Kuebler Blvd. (Salem)	2	Barnhart	✓	✓	✓
ODOT, I-5: Wilsonville-Hayesville Intchg(D/B)	2	Barnhart	✓	✓	✓
ODOT, OR 58: Willamette Relief - Logging Rd	2	Scott	✓	✓	✓
ODOT, I-5: Rice Hill Frtg Rd-Comstock Cem Rd	2	Scott	✓	✓	✓
ODOT, I-5: Row River Construction	3	Pierson	✓	✓	✓
ODOT, I-5: Sodom Ditch -Calapooia Oflow	2	Scott	✓	✓	✓
ODOT, I-5: Camas Swale - Saginaw Road	2	Scott	✓	✓	✓
ODOT, I-5: Clarks Branch to Tunnel Mill Race D/B	3	Barnhart	✓	✓	✓
ODOT, I-5: North Ashland - 12th Street (Medford) (IM)	3	Pierson	✓	✓	✓
ODOT, I-5: Canyonville - Glendale Intch	3	BP/BB	✓	✓	✓
ODOT, I-5: S. Wolf Creek - Foothills Blvd	3	Barnhart	✓	✓	✓
ODOT, I-5: Creek & County - Central Point	3	Barnhart	✓	✓	✓
ODOT, I-5: Homestead to S Gold Hill	3	Barnhart	✓	✓	✓
ODOT, I-5: Louse Creek - US 199	3	Barnhart	✓	✓	✓
ODOT, I-5: Weaver (D/B)	3	Barnhart	✓	✓	✓
ODOT, OR38: Elk Cr. - Hardscrabble Cr. (D/B)	3	Barnhart	✓	✓	✓
ODOT, I-5: Whiteaker Ave - London Rd	3	Barnhart	✓	✓	✓
City of Bend, G.O. Bond Transp. Improvements (six projects)	4	Pierson	✓	✓	✓
ODOT, I-84: Irrigon Junction - Hilgard Intchg	5	Pierson	✓	✓	✓
ODOT, I-84: Stanton Blvd - Snake River	5	Pierson	✓	✓	✓
ODOT, I-84: Pendleton - North Powder	5	Pierson	✓	✓	✓
ODOT, I-84: Burnt River(Dixie Cr)-Lime Intchg	5	Pierson	✓	✓	✓

2.2.10 References for CA/CEI Services

The following four projects (shown on the PE Reference Questionnaire forms) detail our relevant experience:

- General Obligation Bond (six) Transportation Improvement Projects, City of Bend, OR
- I-84 Hood River Bridges, ODOT
- I-84 Sandy River Bridges, ODOT
- US 30, Havlik Drive Int./Havlik Dr. Extension Sec., City of Scappoose / ODOT

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title: Heather Carter, PE	Experience on relevant projects: Heather has a wide range of experience in construction management on projects that include steel and concrete multi-span bridge structures; MSE and retaining walls; concrete and asphalt surfacing; utility construction and relocation; environmental remediation; and structural, hydraulic, hydrologic, and general civil projects. Her experience includes surveying, field design, contract administration and construction management. As a former construction project manager with ODOT, she has been responsible for the oversight of the construction office and administration of federal aid projects. Heather oversaw inspectors, QCCS, contract payments and administration staff. Project work and materials were inspected for conformance to project plans and specifications, work was measured and paid for in accordance with ODOT standards and guidelines and supporting documentation to demonstrate conformance with federal participation requirements was produced. Sample projects are shown below.	
Project Manager		
Name of firm (only if sub):		
Role on this project: Price Agreement Manager / Project Manager		
Active registration in Oregon: PE Discipline: Civil		
Education: B.S. Mining Engineering		
Years of experience in discipline/role proposed for this project: 12		
<ul style="list-style-type: none"> • Experience planning, coordinating, budgeting and supervising construction projects from early development to completion. • Deeply familiar with ODOT policies and procedures; former ODOT construction manager • Substantial experience managing teams of inspectors, QCCS, contract payments and administration staff, and making assignments for work • Experience handling varied construction issues, including atypical site conditions, contract changes, change orders, disputes. 	<p>ODOT, Stanfield Bridge Replacement, Stanfield, OR. Construction Manager. Managed replacement of \$11M multi-span steel bridge on I-84 over the Umatilla River and UPRR tracks in conjunction with reconstruction of irrigation facilities and interchange ramps; and rehabilitation of multi-span concrete over-crossing structure. Work included construction of alternate on and off ramp alignments, crossover and staged traffic control for overcrossing structure rehabilitation, paving and striping.</p> <p>ODOT, US 395 Pendleton Interchange Ramps Pendleton-John Day Hwy, Pendleton OR. Managed construction of \$1M intersection improvement including reconstruction of ramps and intersection, signal installation, signing, striping, paving and installation of safety features.</p> <p>ODOT, Hermiston Ave Intersection Realignment. Managed construction of intersection realignment, signal installation, paving, grading, storm-sewer installation and access control. Work included paving of 10 miles of truck route from I-84.</p> <p>ODOT, Greasewood Creek Bridge Rehabilitation, Helix. Construction Manager. Replacement of timber structure with concrete box culvert. Work included in stream riparian work areas, archeological clearances, road closures and detour construction, concrete structure construction, channel remediation, grading, paving, signing and striping.</p> <p>ODOT OTIA III, McKay Bridge to Silvies Slough. Managed \$45M, 212-mile, 9-bridge replacement bundle. Led team in design review and QA/QC oversight of design and construction activities performed by design build-team.</p> <p>ODOT, Columbia River Highway, Rockfall Highway Stabilization. Managed construction of retaining wall structure, roadway widening and rockfall catchment along the Columbia River Highway. Redesigned gabion basket design to accommodate in situ geology. Coordinated work adjacent to UPRR mainline. Used remote signalized one lane bi-directional traffic control; reconstructed historic rock railings; and constructed in the scenic byway.</p> <p>ODOT, District 12 Chip Sealing, Various Locations within ODOT D-12and 13. Managed construction for more than 150 miles of pavement rehabilitation. Treatments included chip sealing, cold mix paving, HMA overlays, widening, signing upgrades, and striping.</p> <p>ODOT, McKay Creek to Pendleton Paving. Managed construction of multi-lane pavement rehabilitation project. Work included paving, widening, striping, guardrail installation, sign installations and drainage corrections.</p>	
CUSTOMER FEEDBACK: <i>" Heather is a great project manager, that takes a common sense approach to working issues, maintaining strong working relationships with contractors, which translates to successful projects" –Craig Sipp, Region 5 NE Area Manager</i>		

Consultant Name: HDR Engineering, Inc.

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

Name & Title:

Bill Barnhart

Construction Manager

Name of firm (only if sub):

Role on this project:

WOC Manager / Project Manager

Active registration in Oregon: N/A

Discipline: N/A

Education: N/A

Years of experience in discipline/role proposed for this project: 40

- Construction manager with strong ODOT experience; former District 2C Manager
- Provides leadership to construction crews responsible for contract administration, field inspection, schedule reviews, construction staging, maintenance of TP&DT devices to maintain corridor mobility, and QC compliance

CUSTOMER FEEDBACK:

"Bill has more knowledge and experience in administering transportation projects than anyone I have worked with in my 40+ year career."—Ron Reisdorf, Sr. Construction Engineer, ODOT

"He's demonstrated a very high degree of technical competency...in addition to understanding the work, (Bill) has shown that he understands what the contractor will face in constructing the work." – Jeff Graham, FHWA

Experience on relevant projects: Bill is an accomplished construction manager with 40 years of construction experience on transportation projects in Oregon. He has 24 years of progressive experience in construction management on major roadways, interchanges and bridges and 7 years of highway maintenance and operations management during his past tenure as District 2C Manager with the ODOT. Bill provides technical assistance to design teams during project development and design. Assistance includes constructability and construction staging reviews; making recommendations for revisions to staging plans to streamline construction, maintain mobility and assure feasibility of the project within planned schedule; biddability reviews to ensure that plans, specifications and schedule of values are consistent and representatives of the anticipated work items. His experience includes performing construction staging reviews during project development; making recommendations for revisions to staging plans to streamline construction; maintaining mobility and assuring feasibility of the project within planned schedule; and bidding reviews to ensure that plans, specifications and schedule of values are consistent and representatives of the anticipated work items.

Burnt River (Dixie Creek) - Lime Interchange, Baker County, OR, ODOT. Construction Engineering Manager. Project replaced three bridges and repaired one bridge near Lime, Oregon. Replacement bridges included a 457-foot, three-span post-tensioned concrete box bridge on I-84 over UPRR/US-30; a 108-foot bridge on I-84 with an on-ramp over Dixie Creek; and a 108-foot bridge on US-30 over Dixie Creek. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

I-84 Sandy River - Jordan Road, OR, ODOT. Construction Engineering Manager. This \$90M project replaces and repairs four bridges on Interstate 84 in the Columbia Gorge. Project includes TS&L, preliminary roadway design and final PS&E documents, stormwater, permitting, geotechnical, hydraulic analysis, scour remediation, traffic mobility and TP&DT design, signing/stripping, coordination with utilities, survey mapping, right of way plans and acquisition. Leading the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

OR 200: Bear Creek - South Fork Siuslaw River, ODOT. Construction Engineering Manager. Project replaced three bridges in Lane County. Included roadway grading, stormwater treatment, resolution of utility conflicts, archaeology and hazmat investigations, land use permitting, and right of way acquisitions. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

OR 6: Wilson River (Mills) - Devils Lake Fork, ODOT. Construction Engineering Manager. Project repaired two bridges in Tillamook County and prepared preliminary and final PS&E, permit applications, stormwater, bridge foundations, hydraulic analysis, scour remediation, traffic mobility and TP&DT design, signing/stripping, coordination with utilities, survey mapping, and preparation of right of way plans. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

Consultant Name: HDR Engineering, Inc.

RFP#: 25134

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

Name & Title: Susan Grubowski Contract Administrative Specialist/ Coordinator	Experience on relevant projects: Sue brings 33 years of contract management experience on highway and road construction projects consisting of structures, grading, paving, drainage, striping, signing, illumination, and landscaping. She has special expertise in interpreting contract plans and specifications, preparing engineering and work plan budgets, preparing and submitting semi-finals, monitoring contractor schedules and engineering costs, and preparing requests for additional authorization. She is skilled at preparing monthly progress estimates, contract change orders, extra work orders, price adjustments, and cost estimates.
Name of firm (only if sub):	
Role on this project: Quality Manager / CAS	ODOT, I-84 Sandy River - Jordan Road. Contract Administrative Specialist. This \$90M project replaced and repaired four bridges on I-84. Project included TS&L, preliminary roadway design and final PS&E documents, stormwater, permitting, geotechnical, hydraulic analysis, scour remediation, traffic mobility and TP&DT design, signing/striping, coordination with utilities, survey mapping, right of way plans and acquisition. Sue prepared monthly progress estimates, contract change orders, extra work orders, price adjustments, cost estimates, reviewed non-field tested material submittals and maintained and updated non-field test summaries, and Subcontract/DBE/OJT documentation.
Active registration in Oregon: N/A Discipline: N/A	
ODOT Certifications: <ul style="list-style-type: none"> • ODOT General Construction Inspector • HMAAC Inspector 	
Education: A.A., Forestry Technology	ODOT, Columbia City/Warren, Columbia Co. Contract Administrative Specialist. Sue prepared monthly progress estimates, contract change orders, extra work orders, price adjustments, cost estimates, reviewed non-field tested material submittals and maintained and updated non-field test summaries, and Subcontract/DBE/OJT documentation. Scope of work included grading, paving, drainage, structures and signing for reconstructing Hwy 30 and widening roadway from 2 lanes to 5 lanes.
Years of experience in discipline/role proposed for this project: 33	<p>ODOT, Wilson River Bridge – Agaard Rd. Contract Administrative Specialist. Scope of work included grading, paving, drainage, blasting, rock fall protection and signing for reconstructing ORE 6. Sue prepared monthly progress estimates, contract change orders, extra work orders, price adjustments, cost estimates, reviewed non-field tested material submittals and maintained and updated non-field test summaries, and Subcontract/DBE/OJT documentation.</p> <p>ODOT, Mt. Hood to Chemult (Design/Build), Clackamas, Jefferson, Deschutes and Klamath County. Contract Administrative Specialist. Project replaced 11 bridges and repaired one. Project also included constructing Chemult passing lanes. Sue reviewed Contractor progress billings and prepared monthly progress estimates, contract change orders, extra work orders, price adjustments, and cost estimates, reviewed Contractor non-field tested documentation and test summaries.</p> <p>ODOT, I-5 @ Hwy 217/Kruse Way, Clackamas and Washington Counties. Contract Administrative Specialist. Project reconstructed the interchange at I-5 and Hwy 217. Fast-paced project was constructed in 15 months. Sue prepared monthly progress estimates, contract change orders, extra work orders, price adjustments, cost estimates, reviewed non-field tested material submittals and maintained and updated non-field test summaries, and Subcontract/DBE/OJT documentation.</p> <p>ODOT, St Johns Bridge (Portland Sec.) Multnomah County. Contract Administrative Specialist. Project included \$38M rehabilitation of the St Johns Bridge; Sue prepared monthly progress estimates, contract change orders, extra work orders, price adjustments, cost estimates, reviewed non-field tested material submittals and maintained and updated non-field test summaries, and Subcontract/DBE/OJT documentation.</p>

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title: Richard Holgate Senior QCCS	Experience on relevant projects: Richard has been involved with Quality Control for major highways and roads for 12 years. His technical experience involves virtually all aspects of field testing and verification of construction materials. As QCCS he supports field inspectors and project managers in performing and accepting quality control testing of construction materials to ensure compliance with ODOT specifications. He has tracked and verified all field tested materials including soils, aggregates, concrete and HMAC and non field tested materials have proper passing test verifications and documentation as part of issuing pay notes or penalties in the contract payments process, as required. Kevin was also responsible for coordinating QA sampling and testing in coordination with ODOT staff and providing technical support for suppliers, contractors and project management staff. Richard also has experience working with multiple local, state and federal agencies.	
Name of firm (only if sub):		
Role on this project: QC Compliance Specialist		
Active registration in Oregon: N/A Discipline: N/A		
ODOT Certifications:	ODOT, I-5 Willamette River Bridge. The project includes replacement of two bridges located on I-5 in Eugene/Springfield. The Willamette River Bride is being replaced with separate north bound and south bound multi-span concrete structures. The Patterson slough Bride is also being replaced with separate north and south bound multi-span concrete structures. Additional work includes roadway improvements, architectural enhancements, park improvements, overhead sign bridges, retaining wall and a bicyclist/pedestrian viaduct.	
<ul style="list-style-type: none"> • Concrete Control Technician • Certified Asphalt Technician 1 • Certified Density Technician • Quality Control Technician • Certified Embankment Technician • Certified Aggregate Technician • Certified Strength Testing Technician • Hot Mixed Asphalt Concrete Inspector 	ODOT, I-5 Sodom Ditch – Calapooia Overflow. QCCS. Project consisted of two bridge replacements and two structural repairs.	
	ODOT, OR 58: Willamette Relief – Logging Rd. QCCS. Project consisted of four replacement bridges and two repair bridges.	
	ODOT, I-5 Whiteaker Ave – London Rd. QCCS. Project consisted of a replacement of a structure over I-5, a deck overlay of an existing structure due to poor deck concrete condition, replacement of a structure over Whiteaker Blvd.	
	ODOT, I-5 Coast Fork Willamette – Martin Creek. Asst. QCCS \$10.9M project that is constructing five new bridges on I-5 south of Cottage Grove. Work included construction of two separate detours to facilitate the movement of freight and traffic during construction.	
	ODOT, I-5 Camas Swale – Saginaw Road. Asst. QCCS. \$11.6M project. Project rebuilt the structure on I-5 across Camas Swale, Brown Creek and rebuilt the interchange at Saginaw Road. Camas Swale and Brown Creek included construction of detours to maintain the flow of traffic while new bridges were built and Saginaw Rd. was staged construction for the bridge.	
Education: N/A		
Years of experience in discipline/role proposed for this project: 4		

Consultant Name: HDR Engineering, Inc.		RFP #: 25134
Project Name: Full-Service A&E Price Agreements for ODOT and Local Agency Transportation Projects		
Name & Title: Jeannie Wixom Senior QCCS	Experience on relevant projects: Jeannie Wixom has experience with Inspection, Surveying and Quality Control Compliance with ODOT; she now has 28 years of experience on projects throughout Oregon. She is now the Quality Control Compliance Specialist for the I-84: Sandy River – Jordan Rd. project and was the QCCS Coordinator for the Oregon Bridge Delivery Program, she provided processes and procedures for administering design bid build and design-build construction projects using ODOT Standard Specifications and state and federal highway guidelines. Trained, audited and mentored Quality Control Compliance Specialist in field-testing and documentation preparations and procedures for design bid build projects and performed audits on the design build projects. Tracked Oregon State Police Work Zone Enforcement hours and Construction staff training needs. Scheduled training classes and provided some in-house training for Inspectors, QCCSs, APMs, Project Managers, and Designers. Ensured ODOT's certification requirements for OBDP staff were met.	
Name of firm (only if sub):		
Role on this project: QC Compliance Specialist	City of Wilsonville, Boeckman Road Extension. QCCS Audit Reviewer. The City's TSP identified this federally funded project as a critical east-west arterial. HDR prepared an EA and supporting discipline reports; env. permit applications; coordination w/ regulatory agencies; TS&L Bridge report; preliminary engineering and final PS&E for bridge, roadway extension, and widening/reconstruction of Tooze Road; and construction administration. Jeannie provided the in-house quality/quantity QC audit review on field-tested material summary documentation.	
Active registration in Oregon: N/A Discipline: N/A		
Education: N/A		
ODOT Certifications: <ul style="list-style-type: none"> • ODOT General Construction Inspector • HMAC Inspector • Certified Aggregate Technician • Certified Embankment Technician • Certified Asphalt Technician • Certified Density Technician • Quality Control Technician 	<p>ODOT/City of Scappoose, US30: Havlik Drive Int./Havlik Dr. Extension Sec. QCCS. This federally funded project created a right-turn channelization on US 30 and extended Havlik Drive at US30, crossing railroad tracks to 2nd Street. Services included roadway design, coordination with the railroad and development of rail crossing order, waterline/utilities relocations, signal design, wetlands determination, and jurisdictional waters investigation. Currently performing construction engineering and administration.</p> <p>City of Salem, Union Street Bridge Rehabilitation. Construction QA/QC Reviewer. HDR provided preliminary and final PS&E engineering and construction administrative services necessary to convert the Union Street Railroad Bridge to a pedestrian/bicycle trail connecting east/west Salem. Services included surveying, environmental studies, hydraulic studies, structural inspection, preliminary and final trail design, public outreach, and construction administration.</p> <p>ODOT, Burnt River (Dixie Creek) - Lime Interchange. QCCS. Project replaced three bridges and repaired one bridge near Lime, Oregon. Replacement bridges included a 457-foot, three-span post-tensioned concrete box bridge on I-84 over UPRR/US-30; a 108-foot bridge on I-84 with an on-ramp over Dixie Creek; and a 108-foot bridge on US-30 over Dixie Creek.</p> <p>ODOT, I-84 Sandy River - Jordan Road. QCCS. This \$90M project replaces and repairs four bridges on Interstate 84 in the Columbia Gorge. Project includes TS&L, preliminary roadway design and final PS&E documents, stormwater, permitting, geotechnical, hydraulic analysis, scour remediation, traffic mobility and TP&DT design, signing/stripping, coordination with utilities, survey mapping, right of way plans and acquisition.</p> <p>ODOT, OR 200: Bear Creek - South Fork Siuslaw River. QCCS. Project replaced three bridges in Lane County. Included roadway grading, stormwater treatment, resolution of utility conflicts, archaeology and hazmat investigations, land use permitting, and right of way acquisitions.</p> <p>ODOT, OR 6: Wilson River (Mills) - Devils Lake Fork. QCCS. Project repaired two bridges in Tillamook County and prepared preliminary and final PS&E, permit applications, stormwater, bridge foundations, hydraulic analysis, scour remediation, traffic mobility and TP&DT design, signing/stripping, coordination with utilities, survey mapping, and preparation of right of way plans..</p> <p>ODOT, I-5: Camas Swale – Saginaw Rd Interchange. QCCS on this \$11.6M project. Rebuilding structure on I-5 across Camas Swale, Brown Creek and rebuilding interchange. Each work area includes construction of detours to maintain the flow of traffic while new bridges are built.</p>	
Years of experience in discipline/role proposed for this project: 28		

Consultant Name: HDR Engineering, Inc.

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

Name & Title: Kevin Foltz Construction Inspector	Experience on relevant projects: Kevin has a wide range of materials testing and construction inspection experience, including concrete and asphalt surfacing, utility construction and relocation, environmental remediation, structural, hydraulic, hydrologic, and general civil projects. His industrial services experience includes inspection of construction elements for Class I Railroads, ports and state and local municipalities; field experience includes inspection, field materials sampling and testing, laboratory testing and project documentation.
Name of firm (only if sub):	
Role on this project: Inspector	
Active registration in Oregon: N/A Discipline: N/A	Kevin has extensive experience in quality control and compliance testing and documentation in his role as QCCS for multiple ODOT projects. He supports field inspectors and project managers in performing and accepting quality control testing of construction materials to ensure compliance with ODOT specifications. He has tracked and verified all field tested materials including soils, aggregates, concrete and HMAC and non field tested materials have proper passing test verifications and documentation as part of issuing pay notes or penalties in the contract payments process, as required. Kevin was also responsible for coordinating QA sampling and testing in coordination with ODOT staff and providing technical support for suppliers, contractors and project management staff.
ODOT Certification: Quality Control Technician	
Education: N/A	
Years of experience in discipline/role proposed for this project: 20 <ul style="list-style-type: none"> • Extensive experience in QCCS testing and documentation on ODOT projects. • Experience supporting field inspectors and project managers in performing and accepting quality control testing of construction materials to ensure compliance with ODOT specifications. • Experience coordinating QA sampling and testing in coordination with ODOT staff and providing technical support for suppliers, contractors and project management staff. 	<p>Port of Vancouver, West Vancouver Freight Access. Construction Inspector. Kevin's responsibilities included construction inspection and documentation of civil and railroad infrastructure including paving, embankment, drainage structures, track, electrical infrastructure and related items of work. Responsible for inspecting work for contractor compliance to project drawings and specifications and WSDOT standard specifications and producing necessary project quantity and quality documentation including pay notes, daily inspection reports, field inspection reports etc.</p> <p>ODOT, Oregon Bridge Delivery Partners. Quality Control Compliance Specialist (QCCS). Kevin's responsibilities under this statewide program included included field tested materials documentation for several OTIA III projects. This position provided support for the field inspectors and project managers with respect to quality control testing of construction materials to ensure compliance with ODOT specifications. Responsible for tracking all field tested materials including soils, aggregates, concrete and HMAC and issuing pay notes or penalties, as required. Arranged for QA sampling and testing in coordination with ODOT staff and provided technical support for suppliers, contractors and project management staff. A sampling of projects follow.</p> <p>ODOT, I-84 Cascade Locks – Hood River. QCCS. \$90M project to replace and repair four bridges on I-84 in the Columbia Gorge. The Sandy River bridges required individual permits for Department of State Lands and US Army Corps of Engineers due to the large volumes of fill material required. Worked with ODF&W on fish passage and fill materials.</p> <p>ODOT, Dodson Creek – Tanner Creek. QCCS. \$11M replacement of multispan steel structure on Moffett Creek. Work included construction of drilled shafts with in-water work windows, bridge approaches, retaining walls, paving, storm drainage improvements, striping and signing</p> <p>ODOT I-5: Creek & County - Central Point – \$15M bridge rehabilitation and bridge replacement include construction of three multi-span concrete precast structures, roadway improvement, paving, striping.</p> <p>ODOT, I-84 Sandy River – Jordan Road, Bridge Repair. QCCS. The Sandy River Bridge was lengthened to eliminate a \$7 million retaining wall, and the structure type was changed to a steel box girder to reduce construction cost. Work included installation of drilled shaft foundations during inwater work windows, construction of MSE retaining walls and related infrastructure. I-5: Whiteaker Ave - London Rd</p>

Consultant Name: HDR Engineering, Inc.

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

Name & Title:

Brandon ThompsonConstruction Superintendent /
Senior Inspector

Name of firm (only if sub):

Role on this project:

InspectorActive registration in Oregon: N/A
Discipline: N/A

Education: N/A

ODOT Certifications:

- Bridge Inspector
- General Inspector
- Quality Control Technician (No. 41990)
- HMAC Inspector
- Drilled Shaft Inspector

National Certifications:

- NHI-National Certification for Drilled Shaft inspection
- NHI-National Certification for safety inspection of in-service bridges
- NHI-National Certifications for inspection of bolted connections
- Hazmat Certification as required by US DOT and IATA
- American Concrete Institute Certified Engineering Technician Level I
- OSHA 10-hour Occupational Safety and Health
- CPR and First Aid Trained

Years of experience in discipline/role proposed for this project: 15

CUSTOMER FEEDBACK:

"Brandon is a highly experienced senior construction inspector; (he) is a self-starter who can work independently, with little supervision, while enforcing plans and specifications in the successful pursuit of contract administration."

—Ron Reisdorf, Sr.

Construction Engineer, ODOT

Experience on relevant projects: Brandon is a Senior Construction Inspector with experience that encompasses all aspects of construction inspection. His skills include acceptance testing, material quality control, independent assurance sampling and testing, design reviews, developing specifications, contract and estimates for transportation projects. He has experience performing inspection of roadway construction for new alignments; asphalt removal and replacement; sub-grade stabilization; cement-treated sub-grade; erosion and sediment control monitoring and reports to DEQ; assuring that proper testing is conducted on all field-tested and non-field-tested materials; and tracking QC inspections to assure proper inspection frequencies are being met per specifications.

ODOT, US 26: East Fork Dairy Creek – McKay Creek Bridge Replacements (MP 54.6 – MP 57.8). Two bridge replacements on WB US26 near the proposed project. Brandon was the lead inspector for this project that replaced the 4-span bridge with a 3-span structure using pile-driven foundation, precast, prestressed concrete slab girders and driven pile foundations; construction during in-water work windows; replacement of riprap slope armoring under bridge; structural barrier; water quality (drainage) facilities; asphalt paving; striping; guard rail; and traffic control during staged construction.

ODOT, I-84: Moffett Creek Bridge Replacement. Brandon was senior inspector on this project that replaced the EB 3-span steel girder bridge over Moffett Creek and widened the freeway to meet new standards. Inspection included construction of drilled shafts and setting steel girders during in-water work windows; reconstruction of bridge approaches; retaining walls; concrete placement; asphalt paving, storm drainage improvements; guardrail; plantings; signing and striping. Bridge featured stained concrete on exposed surfaces. Project included challenging staging conditions to maintain safe vehicle mobility and bike/ped traffic through work area.

ODOT, I-84 Sandy River Bridge Replacement. Brandon was the lead inspector on this \$90M project to replace four bridges on I-84 in the Columbia Gorge. The old Sandy River bridge was replaced with 4-span, continuous steel tub-haunched girder bridge. The bridge was lengthened to eliminate a \$7 million retaining wall, and the structure type was changed to a steel box girder to reduce construction cost. Brandon's responsibilities included inspections of the drilled shafts; construction under intensive in-water work requirements; reinforcement and concrete placement; quality control; storm drainage improvements; guardrail; signing and striping; and asphalt paving. Work included installation of drilled shaft foundations during in-water work windows, construction of MSE retaining walls and related infrastructure. Project added pedestrian tunnels under the EB and WB lanes. The Sandy River bridges required individual permits for Dept of State Lands and USACE due to the large volumes of fill material required. Worked with ODF&W on fish passage and fill materials.

ODOT, I-84: Cascade Locks – Second Street (Hood River) Bridges. Lead inspector for the replacement of EB and WB structures over the WB couplet in Hood River on I-84. Replaced two multiple-span bridges with single-spanned structures that consisted of driven-pile foundations and precast, prestressed concrete beam structures. Required extensive staging on I-84 and on the WB couplet to maintain traffic. Included widening of I-84 and the WB connector. Provided stormwater facilities; architectural treatment on exposed concrete surfaces (abutments); asphalt paving; guardrail; striping. Bridge featured stained concrete on exposed surfaces.

West Vancouver Freight Access, Gateway Ave. Grade Separation, Port of Vancouver, WA. Lead Inspector for \$12M grade separation project to elevate Gateway Avenue over railroad tracks. Work included construction of four, 100' deep, 8' diameter drilled shafts; MSE retaining walls, multi-span concrete structure, roadway realignments, utility relocations, paving, storm and sanitary sewer improvements, waterline extensions, signing and striping.

Name & Title:

Charles “Brent” Pierson

Construction Manager

Name of firm (only if sub):

Role on this project:

Inspector

Active registration in Oregon: N/A
Discipline: N/A

ODOT Certifications:

- ODOT General Construction Inspector
- Bridge Construction Inspection

Education: N/A

Years of experience in discipline/role proposed for this project: **28**

- Experience planning, coordinating, budgeting and supervising construction projects from early development to completion.
- Deeply familiar with ODOT policies and procedures; former ODOT, APM and Project Team Leader
- Substantial experience managing teams of inspectors, QCCS, contract payments and administration staff, and making assignments for work
- Experience handling varied construction issues, including atypical site conditions, contract changes, change orders, disputes.

Experience on relevant projects: Brent is a skilled construction manager with program- and project-level construction experience. He brings 28 years of combined construction and operations experience on transportation projects and programs in the Pacific Northwest. He has 23 years of progressive experience in construction management on major roadways, interchanges and bridges, and 5 years of highway maintenance and operations management during his past tenure as ODOT District 1 Manager. He brings considerable construction experience working with complex bridge projects and has experience in construction staging reviews during project development; maintaining mobility and assuring feasibility of the project within planned schedule; and reviewing bids in addition to his contract management and administration experience. He is currently responsible for the construction management of the six Bend Transportation General Obligation Bond projects and is responsible for providing oversight of a multidisciplinary consultant team responsible for the delivery of engineering and construction management of a variety of construction projects. He is responsible for meeting state and local guidelines and a hierarchy of standards requirements used to develop the project deliverables.

City of Bend, G.O. Bond Transportation Improvements. This project upgraded three intersections across the City of Bend from four- way stop controlled to roundabouts; Simpson Avenue and Mt Washington Drive, Empire Avenue and 18th Street and Powers Road and Brookwood Boulevard. HDR fast-tracked delivery to uphold the City’s commitments made to the public: construct three projects in 2012. Three projects were opened to traffic by November 2012. Brent provided the expertise and knowledge to manage all phase of the construction, on time.

ODOT, I-5 Row River, OR. Construction Manager. Project replaced 3 bridges. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

ODOT, Oregon Avenue - I-5 Overcrossing (Creswell), OR. Construction Manager. Project replaced 3 bridges. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

ODOT, I-84 – Stanton Blvd. – Snake River, OR. Construction Manager. Project replaced 2 bridges. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

ODOT, I-84 – Pendleton – North Powder, OR. Construction Manager. Project replaced 1 bridge and repaired 18 bridges. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.

ODOT, I-84 – Irrigon Junction – Hilgard Interchange, OR. Construction Manager. Project replaced 1 bridge and repaired 8 bridges. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test

ODOT, I-84 Exit 64 (Hood River), OR. Construction Manager. Project replaced 1 bridge and reconstructed the interchange. Led the construction team responsible for contract administration, schedule reviews, preparing and negotiating contract change orders, quality and quantity documentation, DBE/OJT, maintaining field and non-field test summaries, monthly progress estimates.