

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: Quincy Engineering, Inc. ; a/an California Corporation; DBA Name (if different than legal name): NA

Corporation
 Professional Corporation
 Ltd. Liability Company
 Partnership or Joint Venture
 Limited Partnership
 Ltd. Liability Partnership
 Sole Proprietorship
 Other _____
 Mailing Address 200 Hawthorne Avenue SE, Suite E-530
Salem, Oregon 97301

Type name of primary Contact for this Proposal Karen A. Tatman
 Email address karent@quincyeng.com
 Telephone (503) 763-9995 Fax (503) 763-9981
 Type name of person(s) authorized to sign Contract/Price Agreement: Jeff W. Olson

“PASS/FAIL” - PROPOSAL SUBMISSION CHECKLIST (for Proposer use)	
<input type="checkbox"/>	Submission Deadline Date and Time met
<input type="checkbox"/>	Proposal Does Not Include Conditional Language about Terms and Conditions
“REQUIRED” ITEMS – PROPOSAL SUBMISSION CHECKLIST (for Proposer use)	
<input type="checkbox"/>	Proposal Cover Sheet Included and authorized original signature obtained
<input type="checkbox"/>	Minimum Qualifications met and indicated on Proposal Cover Sheet
<input type="checkbox"/>	Proposal Format and Page Length Requirements met
<input type="checkbox"/>	Correct number of Proposals included along with CD for electronic submittals
<input type="checkbox"/>	Reference Questionnaire forms
<input type="checkbox"/>	Subcontractor/Supplier Solicitation and Utilization Form, completed and signed
<input type="checkbox"/>	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
Karen Tatman	74545	Oregon
Jeff Olson	74544	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
David Mills	01915	Oregon
Robert Lennox	02886	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)

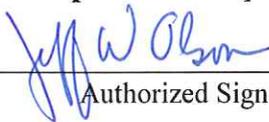
- Proposer understands and has provided to all Associates (which includes subcontractors) the COI Guidelines and COI Disclosure Form. Proposer and, to the best of the undersigned's information, knowledge and belief, Proposer's Associates (as defined in the COI Guidelines) are in conformance with the 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

Jeff W. Olson, Principal Engineer
(Print Name and Title)

INTRODUCTION TO PE-DESIGN SERVICES

Quincy Engineering, Inc. (Quincy) is a multidisciplinary consulting firm specializing in roadway and structure design, surveying, and construction management for public and private transportation agencies throughout Oregon, California, and other Western states. Our clients include nearly 20 Cities, nearly 40 Counties, 3 State DOT's, and 7 regional transportation planning agencies. Since coming to Oregon in 2004, Quincy has completed more than 30 projects totaling more than \$45 million for ODOT and Local Agencies (LA).

Quincy is teaming with a host of specialty subconsultants to provide full service On-Call A&E and related services for ODOT and LA transportation projects statewide.

ODOT will create a list of qualified firms to perform a variety of services including, but not limited to those shown in the following table.

Quincy and our Team of specialists are fully capable of and very experienced at performing each and every one of these services, and are excited with every opportunity to do so.

A&E and Related Services for Transportation Projects		
Project Scoping	Environmental Studies	Right of Way Services
Project Mgmt.	Geotechnical Services	Public Involvement
Road Design	Hydraulic Analyses	PS&E Delivery
Structure Design	Pavement Design	Bid & Award Support
Traffic Design	Surveying	CA/CEI Services

These services will be utilized to deliver federally funded projects on and off the state highway system including:

State and Local Transportation Projects	
Capacity Increases	Interchange Improvements
Preservation	Bridges / Structures
Modernization	Bicycle / Pedestrian Facilities
Operations Improvements	Trails
Safety Improvements	Storm Damage / Emergency Repairs

As the prime consultant, Quincy brings a staff of over 50 design engineers and support personnel. With every team meeting, PS&E deliverable, construction ground breaking, and ribbon-cutting ceremony, we recognize that Quincy is an extension of our clients' staff. We strive to provide the best engineering solutions possible, and to deliver projects right the first time. Repeat business from many of our clients is a testament to our relationships with and commitment to our agency partners. By employing quality personnel and bringing professionalism and integrity on every project, Quincy is in the business of solving transportation challenges.

With offices in Salem, OR and Sacramento, CA we have designed and delivered every one of these project types numerous times, and for many public agency clients. Every firm on our Team has previously worked with ODOT and/or local agencies in Oregon, and many have contracts directly with public agencies to provide their project delivery services.

2.2.1 PROPOSER'S PROJECT MANAGEMENT FOR PE-DESIGN SERVICES

A. Management and Organizational Structure

The Quincy Team, as illustrated in the organizational chart on Page 2, has been carefully assembled with experts in all fields qualified to assist ODOT and local agencies in delivering transportation projects.

Team Structure – A Quincy Project Manager (PM) will be assigned to every project to be the single point of contact for the Agency. The PM will negotiate the Scope of Work, schedule and budget. Once under contract, the PM will lead and manage the entire Team in performing the tasks necessary to deliver the project efficiently, to a high quality, within the necessary timelines, and within the agreed upon budget. The PM is also responsible for project quality, as well as ensuring that all quality control tasks are included in the schedule and completed on time. A lead Design Engineer will also be assigned to complete or oversee the technical aspects of the project. Other designers, technical experts (both in-house and subconsultants), and staff members will be assigned by the PM as needed to adequately address all of the project's technical needs and to meet the project schedule. All project staff will report directly to the PM. Quincy's management and organizational structure will lead to an efficient project team, with a PM focused on quality, efficient delivery, and always available to the Agency PM.

Subconsultant Selection – When assigned a WOC, the PM will immediately meet with the Agency PM to review the Scope of Work, project deliverables, and the project timeline. This will include any required delivery dates, such as DAP and PS&E. With an understanding of the overall project scope and timeline, the PM will develop the delivery team of Quincy staff and subconsultants. Subconsultants for any given project team are chosen based on many factors, including:

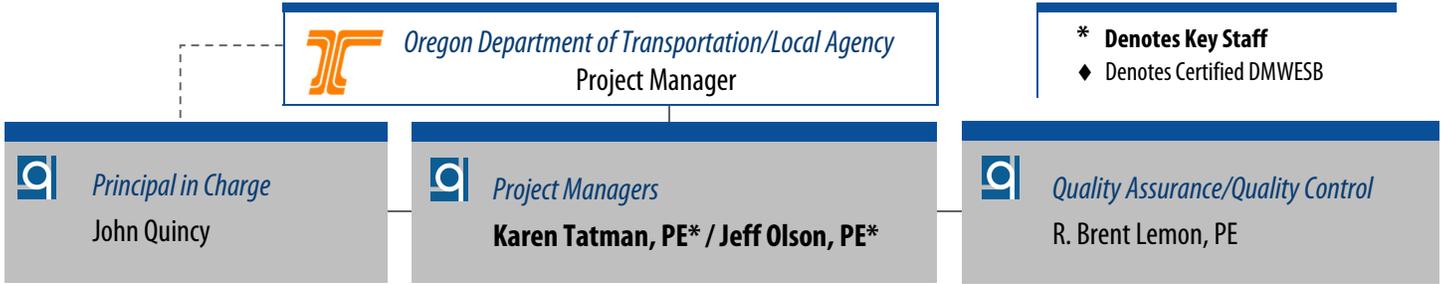
- **Technical Expertise** – *the right personnel for the right project*
- **Familiarity** – *knowledge about the project, if available*
- **Availability** – *ensure that the project schedule can be met*
- **Location** – *help minimize travel and other expenses*

The Quincy PM will also consider any DMWESB goals established for a project. As a former WBE firm, we support the DMWESB program and have included such registered firms for a wide variety of services, as illustrated in our organizational chart.

The PM will oversee all subconsultants, assuring that they:

- ✓ Have a well-defined scope, schedule, and budget at the onset of the project;
- ✓ Are provided with all information necessary to begin their work;
- ✓ Attend project meetings and communicate with the Team;
- ✓ Provide deliverables that are comprehensive, accurate, meet the project needs, and are consistent with agency standards;
- ✓ Perform quality control tasks to check their work;
- ✓ Submit timely and accurate invoices; and
- ✓ Communicate any aspects of the project which could lead to a change in scope, schedule, or budget for the PM's consideration.

PE-DESIGN SERVICES ORGANIZATION CHART



* Denotes Key Staff
◆ Denotes Certified DMWESB

Design

Roadway Design Engineers

Russ Norton, PE* • Carolyn Davis, PE • Nicholas Clark, PE
Mike Sanchez, PE • Jason Jurrens, PE • Kelly Gallagher, PE
Garrett McLaughlin, PE • Vanessa Doctolero • Carl Gibson, III
Scott Robinson • Reimond Garcia • Meggie Elledge
Erin McPherson • Krassimir Panayotov • Theron Roschen
Tina Adams, PE (CC)◆ • William Evans, PE, PLS (CC)◆

Structure Design Engineers

Jeff Olson, PE* • Nicholas Clark, PE • Brett Karnes, PE
Leland Mason, PE • Mario Quest, PE • Greg Young, PE • Lance Schrey
Jason Chou • Maxwell Katt • Robert Ferguson • Josh Goodall
Danny Mossman • Erik Dahl • Scott McCauley • Shane Salvador
Andy Chou • G. Hardy Li, PE (CP)◆

Technical Specialties

Surveys/ROW Engineering

David Mills, PLS* (DM)◆
Robert Lennox, PLS (BDG)◆
Bret Elithorp, PLS (OBEC)
Mike Posada, PLS (AP)

Right of Way

Rod Bliss, SR/WA* (ELS)◆
Steve Fox (ELS)◆
R. David Feinauer (RW)

Pavement Testing & Design

Krey Younger, PE (GD)

Stream Restoration

Bill Norris, PE, CPESC (IF)

Geotechnical

Bill Nickels, PE* (FEI)
Risheng "Park" Piao, PE (SW)
George Machan, PE (LT)

Traffic

Haregu Nemariam, PE (HN)◆
Brian Copeland, PE (DKS)
Charles Radosta, PE (KAI)

Municipal Subsurface Utility Design

Peter Olsen, PE (KA)

CADD Support

Vijay Deodhar (3D)◆

Hydraulics

Chris Bahner, PE, CFM* (WC)

Historic/Cultural

Jo Reese (AI)
Kathryn Toepel (HRA)◆

Utility Coordination

Russ Norton, PE

Constructibility Review

Kerry Theron

Environmental

Stuart Myers* (MBG)
Mark Hynson, PWS (MBG)
Kristen Currens, WPIT (MBG)
Mike Bonoff (MBG)
Catie Kerns (AP)

Air/Noise

Michael Minor (MM)◆

Railroad Coordination

Marian Rule-Cope, PE (TS)

Public Involvement

Lois Cohen* (LDC)◆
Kate Bodane (MBG)

Landscape/Bridge Architecture

Tim Strand, RLA (GW)
Matt Koehler, ASLA, LEED AP (CM)
Marianne Zarkin (MZ)◆
John Galbraith (GA)◆

Value Analysis

Robert Stewart (VMS)

Stormwater

Tim Strand, RLA (GW)

Subconsultant Key

3D Infusion, Inc. (3D)◆
Anderson Perry & Associates, Inc. (AP)
Archaeological Investigations NW (AI)
Bluedot Group LLC (BDG)◆
Cameron McCarthy Landscape
Architecture and Planning LLP (CM)
Casso Consulting, Inc. (CC)◆
Convergent Pacific LLC (CP)◆
Dave Mills Consulting, Inc. (DM)◆

DKS Associates, Inc. (DKS)
Epic Land Solutions, Inc. (ELS)◆
Foundation Engineering, Inc. (FEI)
Galbraith and Associates, Inc. (GA)◆
GeoDesign, Inc. (GD)
GreenWorks PC (GW)
Haregu Nemariam Engineering, LLC (HN)◆
Heritage Research Associates, Inc. (HRA)◆
Inter-Fluve, Inc. (IF)

Keller Associates (KA)
Kittleson & Associates, Inc. (KAI)
Landslide Technology (LT)
Lois D. Cohen Associates (LDC)◆
Marianne Zarkin Landscape Architects (MZ)◆
Mason, Bruce & Girard, Inc. (MBG)
Michael Minor & Associates (MM)◆
OBEC Consulting Engineers (OBEC)

Right of Way Associates, Inc. (RW)
Shannon & Wilson, Inc. (SW)
TranSystems Corporation (TS)
Value Management Strategies, Inc. (VMS)
WEST Consultants, Inc. (WC)

B. Coordinating and Expediting Projects without Sacrificing Quality

Quincy PMs are keenly aware of the importance of meeting established project delivery schedules. Although schedules may involve multiple major milestones over many years, the PM will develop a schedule that breaks the project into tasks and deliverables. This approach assists the entire project delivery team, including the Agency PM, by identifying the individual tasks, any dependencies on other tasks, tasks that must be completed on time in order to meet the final delivery (critical path), as well as milestone delivery dates.

Quincy PMs utilize an established and successful method of coordination, which expedites all project elements in order to meet delivery schedules:

1. Utilizing Experience and Technical Knowledge
2. Following an Established Management Approach
3. Establishing a Communication Plan and Protocol
4. Coordinating Project Schedule and Tasks
5. Adhering to an Integrated Quality Control Plan
6. Controlling Costs – Design and Construction
7. Identifying and Understanding Environmental and Permit Issues
8. Pledging Key Personnel

1. Utilizing Experience and Technical Knowledge – As a firm focused on delivering publicly funded transportation projects for public agencies, Quincy brings extensive experience delivering projects for ODOT and Local Agencies across the State. This experience provides Quincy staff with the background and technical knowledge of the nature of the work to develop a scope, schedule, and budget that will lead to the successful delivery of a project. For each project, we assign sufficiently experienced staff to complete the work and/or guide and oversee the work of others.

2. Following an Established Management Approach – Quincy emphasizes and provides quality products that are delivered on time and within budget. We work with our clients to define a comprehensive and accurate Scope of Work, an acceptable delivery schedule, as well as a realistic budget. A site visit is included as part of the scoping phase to verify that the project conforms to the Project Prospectus. The majority of our management and senior engineering staff are former state or local DOT employees who have a clear understanding of agency commitments needed to deliver projects that meet the transportation needs of the public. The PM is the main point of contact for each Work Order Contract (WOC) and is responsible for:

- ✓ Negotiating and managing WOCs
- ✓ Managing and coordinating the entire Quincy Team
- ✓ Leading team meetings
- ✓ Preparing and managing delivery schedules
- ✓ Submitting status reports and invoices

In short, the PM is fully responsible to ODOT and/or the LA for all aspects of the project. Quincy utilizes an integrated electronic accounting and project management system to track and report budget and project progress. With this tool, our PM efficiently tracks and controls costs, as well as maintains schedule and quality.

3. Establishing a Communication Plan and Protocol – All communication and management of project information between team members is channeled through the PM, who either participates directly in the communication, or is informed of the outcome of this communication. Close and continuous coordination between all team members is crucial to ensure that integrated and related tasks are completed on time and that dependent information is delivered to each team member as it is needed. Roles and responsibilities for the Quincy Team and ODOT/LA will be established at an initial kickoff meeting. Thereafter, regular Project Development Team (PDT) meetings will be held to report progress and identify potential issues (and solutions) that could affect project delivery. (To control travel time and costs, these meetings can be held via conference call or by utilizing on-line communication tools.)

4. Coordinating of Project Schedule and Tasks – Quincy recognizes that the Bid Let date is the key project delivery milestone within the final design phase, as this is the date that is the basis for judging project delivery. Once a Bid Let date is established, the entire delivery team will be committed to meeting or beating it. We also understand that meeting earlier project milestones [Design Acceptance Package (DAP), Advance PS&E, etc.] is equally important to agencies as an indicator of a project's progress toward the scheduled Bid Let date. For complex projects early in the preliminary engineering phase, additional project delivery milestones may need to be established. By establishing a comprehensive schedule with milestones throughout the project, the lead agency will be assured that project schedules can and will be met. The most important tool in schedule control is the development of an integrated project schedule that includes all (agency, prime consultant, and subconsultant) project tasks and the relationships between those tasks. With this schedule, all team members are notified in advance of their obligations to the Team, which assists them in prioritizing their work to meet the delivery schedule. At a minimum, monthly monitoring and updating of this schedule provides the PM with the information necessary to anticipate potential performance issues, as well as adjust assignments whenever necessary to maintain the delivery schedule.

5. Adhering to an Integrated Quality Control Plan – Quality is not ensured by a review of the project just before final PS&E. Rather, it is achieved through a comprehensive plan and process that identifies tasks, roles, and responsibilities in the assurance of the delivery of a quality project. The Quincy Team is responsible for Quality Control (QC). Quincy's QC plan is described in detail in Section 2.2.1-C of this proposal. Our subconsultants must either have their own QC plan or abide by the one that Quincy has established. The role(s) of ODOT and/or the LA's in the quality process is Quality Assurance (QA): performing audits of the project to ensure that QC procedures are being followed by the Team. The goal of a QC plan is to attempt to prevent errors, to quickly detect and correct any errors that occur, as well as eliminate the cause of potential future errors.

6. Controlling Costs – Design and Construction – The construction cost is the largest cost of a project. To ensure that a project remains fully funded, estimates must be prepared and updated regularly. Costs at DAP and Type, Size and Location (TS&L) will be developed through traditional means, as well as through consultation(s) with the construction industry. At subsequent delivery phases, these costs will be updated for comparison with the project budget. If a significant change is identified, the impact will be immediately assessed, brought to the Agency’s attention and a plan of attack developed to address the change.

7. Identifying and Understanding Permit and Environmental Issues – The environmental and permitting process can pose challenges to any project schedule and often is the critical path to reaching the Bid Let date. To minimize the potential for schedule impact, a thorough knowledge of these processes is essential as is having solid working relationships with resource agency personnel.

There are three key steps our Team follows to reduce (or eliminate) potential delays in obtaining environmental clearances and permits.

a. Identifying potential environmental impacts early.

Identification of impacts early in the planning process is critical to determining which permits and clearances will be required. This assessment of permitting needs is achieved through project scoping, early coordination with resource agencies and ODOT regulatory liaisons, and development of a comprehensive environmental baseline. Potential impacts are assessed through site reconnaissance, natural resource identification and mapping, and review of known environmental information.

b. Investigating design alternatives that would avoid potential project impact.

This is accomplished through interdisciplinary collaboration to avoid, minimize, and (if necessary) mitigate environmental impacts. Teamwork of this kind can reduce or eliminate the need for environmental permits and clearances before regulatory compliance issues present scheduling challenges.

c. Identifying Permits, Clearances, and Timelines.

If environmental permits and clearances are in fact necessary, the project schedule must include timelines associated with field studies, which can be seasonally dependent, ODOT/LA review timelines, and permit processing. Here again, early coordination and communication with the various regulatory agencies can help the project team to plan for the lead time needed to process the clearance(s) and/or permit(s).

Organizing timelines and anticipating permitting needs among members of the project team and the regulatory agencies involved is essential to avoiding permitting delays or requests for additional information that may delay critical project decisions. It is also important to establish realistic timelines and recognize that agencies rarely meet statutory review schedules. Our Team thoroughly understands the specific issues related to permitting and environmental clearances that are critical to achieving project delivery success, including:

National Environmental Policy Act (NEPA) compliance. Each federal agency classifies NEPA categories differently. Therefore, understanding and identifying how different federal agencies

interpret the application and classification of NEPA is important. For example, the Bureau of Land Management operates under different management plans than the U.S. Forest Service and may require different NEPA documentation. The majority of ODOT/LA projects are considered Class 2 projects (categorically excluded under NEPA), though some more complex projects could be Class 1 (EIS) or Class 3 (EA). Regardless, our Team has the expertise and depth of experience to successfully complete any of these NEPA documents. Expertise in NEPA processes and timelines is critical.

Endangered Species Act (ESA) compliance. For projects with a federal nexus (funding or permit), the Team must consult with National Marine Fisheries Service (NMFS) or US Fish & Wildlife Service (USFWS) regarding the potential project impacts on threatened and endangered species, and obtain consent through a Biological Opinion (BO). Having a solid understanding of programmatic consultation processes available through the US Army Corp of Engineers (ACOE) Standard Local Operating Procedure for Endangered Species (SLOPES) BO and the recently issued FHWA BO is essential for streamlining the ESA consultation process.

Section 404 and Oregon Removal/Fill Permit Acquisition. Our Team understands when ACOE and Department of State Lands (DSL) permits are required and how to prepare and submit complete Joint Permit Applications for wetland/water fill authorizations.

Understanding the applicability and requirements of Nationwide Permits, General Authorizations and Individual Permits is critical for successful wetland/waters permitting.

Wetland Delineation, Functional Assessment and Mitigation.

Accurate delineation of wetland and water features, comprehensive wetland functional assessments, and sound compensatory wetland mitigation planning is the basis for wetland avoidance planning and permitting. Facilitating the purchase of wetland mitigation credits from local wetland mitigation banks is now a common solution for wetland mitigation.

Historic and Archaeological Resources. The Team must understand the requirements of the various state and federal laws involved with these resources, including Section 106 of NHPA (SHPO) and Section 4(f) of the Department of Transportation Act.

Fish passage compliance. Complying with Oregon fish passage regulations and determining the best fish passage option is essential for all projects requiring in-water work. Early coordination with Oregon Department of Fish & Wildlife (ODFW) is critical for determining the best methods for complying with fish passage.

Migratory Bird Treaty Act (MBTA). Identification of potential migratory bird nesting locations within project sites (e.g., trees, shrubs, underside of bridge structures) needs to occur early in project planning so appropriate vegetation removal and nesting exclusionary or deterrent methods can be employed outside the nesting season.

Noxious Weed Control. Documentation of existing noxious weed populations and preparation of control methodologies occur during project planning and are implemented during construction

Right of Way easement and acquisition timelines. These can be affected by environmental reviews and the permitting process. On federally (FHWA) funded projects, the environmental clearances must be obtained before right of way acquisition can begin. The linear connection of these two processes can have an immense effect on project timelines.

Land use modifications. Obtaining goal exceptions, preparing and implementing Memorandum of Agreements (MOAs), coordinating the review and approval process with various agencies, and facilitating the public review component must be factored into the schedule since they can require significant amounts of time.

Air quality. A variety of air quality analyses may be required (e.g., trans model, emissions model, and identification of emission factors) if a project is located within a non-attainment area for pollutants of concern. The preparation of a Mobile Sources Air Toxics (MSAT) analysis and/or conformity determination may also be needed.

Noise. Noise related issues need to be identified during scoping, providing the Team with sufficient time to avoid the impacts through design changes or mitigation measures.

Hazmat sites. The identification of hazardous materials on existing transportation structures (e.g., bridges) or within project action areas needs to be completed early in project planning. If a potential for hazardous materials exists, an Initial Site Assessment (Level 1) may be required, and if hazmat materials are found, a Level 2 Preliminary Site Investigation will be required. Cleanup and disposal of hazardous materials necessitates additional time and coordination and can impact right of way acquisition.

Comprehensive knowledge of these practices allows our Team to deliver quality environmental documentation and compliance on schedule. The Quincy Team's in-depth understanding of permitting and environmental issues offers ODOT and Local Agencies the confidence that WOC assignments to our Team will not be affected by an unforeseen environmental issue.

8. Pledging Key Personnel – Stability is a very important aspect of successful project delivery. Key personnel must remain with a project from beginning to end. At Quincy, the PM and Lead Engineers initially identified as key staff remain with the project to its completion. This approach provides continuity of information and decisions, as well as ensures timely and cost-effective project delivery.

Following are two examples of how we successfully implemented our approach for ODOT and LA clients.

N. Ashland Interchange Improvements, Jackson County, OR.

With Karen Tatman as PM, Quincy completed DAP and PS&E on this complex \$5.8 million project. This project replaced the Valley View Road bridge over I-5 as part of the OTIA III Bridge Program and also provided interchange operational improvements by widening the bridge over I-5 and widening the ramps to provide additional turning lanes. The project also improved stopping sight distance along Valley View Road and increased vertical clearance over I-5.

Implementing the steps above, Quincy studied three alternatives during DAP:

- Raise Valley View Road 2.5' and construct a new steel bridge (recommended)
- Raise Valley View Road 3' and construct a new Precast Bulb T Girder Bridge
- Lower I-5 and construct a new bridge without raising Valley View Road

We designed the selected alternative to replace the bridge on a new vertical alignment. Our experienced roadway designer was able to design the new roadway geometry with only minimal right of way impact to a fast food restaurant on one side of the road and no impact to a hotel on the other side of the road. The project was also designed to avoid impacts to identified wetlands alongside Valley View Road and the Northbound on ramp. Karen coordinated with ODOT on an extensive public involvement process by holding multiple one-on-one meetings with the businesses and other stakeholders to keep them informed and respond to their concerns.

Advance Road Bridge, Clackamas County, OR. Another example of how Quincy is dedicated to helping meet our clients' needs is our work with Clackamas County on this unique project to replace two culverts with a 45' single span precast prestressed slab bridge in order to improve fish passage. With Jeff Olson as PM, Quincy was hired through our On-Call Bridge Services contract with the County to prepare a layout for a new bridge at this site. We were later awarded the final design contract. Advance Road is a two-lane rural roadway. The culverts are located at the bottom of a sag vertical curve connecting very steep (>13%) grades. The County owns limited right of way, making the roadway approach design and stormwater treatment design very challenging. Because the project is located at the bottom of a deep depression in the terrain where visibility is limited, the road will be closed during construction. Therefore, the time required to build the bridge is an important factor. Quincy investigated bridge and abutment options and found geosynthetic reinforced soil (GRS) abutments, a new bridge construction method being promoted by FHWA. This technology provides for the rapid, cost effective replacement of short span bridges and can be used at sites with sound underlying foundation soils. For appropriate sites, this technology greatly speeds up construction and also reduces project costs. For the Advance Road Bridge, it will result in a savings of ~\$200,000. This bridge is currently nearing the completion of design and will be the first bridge in Oregon to use this innovative technology.

Staffing and Schedule Flexibility – Our overall approach to managing and delivering projects is to continuously monitor Quincy and subconsultant staff availability so that we can quickly respond to WOC's as they arise. As WOC's are assigned by ODOT/LA, Quincy will identify a PM who will develop a schedule and level of effort needed for the project. All Quincy PMs meet weekly to coordinate immediate schedule, commitments, and resource needs. On a monthly basis, PMs identify resource needs for the upcoming six month period, which allows Quincy to consider and respond to potential upcoming workload peaks. The combined team of Quincy staff and our Team's design subconsultants, provide a staff of more than 60 engineers and technical staff, enough to

meet the needs of virtually any project. With our PMs focus on resource availability along with the depth of resources that can be called upon to respond to schedule changes, we can react quickly to client needs.

Regardless of the changes that occur during the life of a project, the project schedule will never lose site of the need for quality control. We recognize that the ultimate success of a project and our success as well are dependent upon the delivery of high quality products for our clients.

Quincy "...has been outstanding to work with... and has shown remarkable patience and professionalism responding to the continually changing needs of the Agency on the OR219 project."
- Nathan Potter, ODOT Region 1 Project Manager

C. Quality Control Procedures

"The goal is perfection, the standard is excellence".

Quincy Engineering is quality product oriented. We recognize that our continued success relies upon delivering high quality products to our clients with attention paid to details. Quality Control (QC) is not just a review of the final work product prior to its delivery to a client. Rather, true quality control is a commitment to a process of ongoing "critical eye" review and oversight throughout the project. Quality control systems also need a continuous improvement process that strives to reduce or eliminate the cause for errors. This is achieved by assigning experienced personnel to key project roles and providing them with the support and tools to ensure quality. An effective QC system also provides for the continuous improvement of these processes that allow for changes to the system as experience and circumstances dictate. We will not permit the critical path schedule to shortcut our QC procedures. Rather, we will adjust our processes to ensure that our QC procedures are followed. **Performing all QC processes is the root of efficient / quality project delivery.**

At Quincy, effective QC is promoted through the use of our QA/QC Manual. This manual documents procedures and provides checklists to be used in the review of various work products throughout project delivery. This includes not only the review of products related to design and construction, but the entire process (i.e. contracts, invoices, and correspondence). It also includes the products prepared by our subconsultants. It is our overall practice that nothing is sent out of our office without a review and approval of a second party in our firm.

Our QA/QC procedures have received high praise from many of our clients, including ODOT Region 1, who has adopted many of our practices for their own use, as well as Oregon Bridge Delivery Partners, who stated that our plan was the best of all firms working on the OTIA III State Bridge Program.

Example PE-Design QC Procedures	
Product	Procedure
Project Specific QC Plan / Checklists	Prepared and implemented by PM
Subconsultant QC Plan	PM approved, or Sub to use Quincy QC Plan
Invoices	Reviewed by PM
Correspondence	Reviewed by a 2nd person
Subconsultant Reports	Reviewed by PE/PM
Reports / Studies	Reviewed by 2nd engineer and/or PM
Road / Bridge Design	Independently Checked
Quantity Calculations	Two independent sets are prepared, compared, and reconciled
DAP	Reviewed by PE and PM
Advance PS&E	Reviewed by PE, PM, and QC Reviewer
Constructability Review	May be performed at any phase of the project; always by experienced personnel
100% PS&E	Reviewed by PE and PM
Construction Change Order	Reviewed by PE and PM. Independently checked if redesign occurs
QA/QC Continuous Improvement	Process and manual are reviewed, updated, and audited by Committee

At Quincy, the PM has ultimate responsibility for everything related to a project. The PM is responsible and held accountable for the successful delivery of a project that is of high quality, as well as on time and on or below budget. The PM is responsible for Quality Control, as well as ensuring that all work products are thorough, accurate, and complete. While the PM does not necessarily perform these formal quality reviews, he/she is responsible for assuring that these reviews are performed by other staff with the proper experience and expertise. The QA/QC Manual outlines a minimum number of formal reviews that are required for each phase of a project via flowcharts, which illustrate the various roles throughout the quality control process. Should the PM, client, or any project staff need to reference any formal quality reviews, they are documented and filed for future reference.

D. Estimating Construction Budgets

The construction cost is typically the single largest cost of a project. As such, we prepare our designs with the project budget in mind. Estimates are prepared and updated regularly. For most projects, ODOT or the LA will have an anticipated budget that is developed as part of the scoping efforts. A construction estimate is prepared at the Design Acceptance Package (DAP or 30% Design) milestone to validate the initial construction budget.

At subsequent milestones during final design, costs will be developed and refined through traditional means, as well as with consultation with the construction industry for comparison with the project budget.

Construction cost estimates are monitored as design proceeds and compared to the documented construction cost estimate to assure that the project remains fully funded.

If a potential construction budget gap is identified at any point in time during the design phase, the PM will immediately assess the identified shortfall and develop potential strategies to help assure that the budget is maintained while still accomplishing the project's intended purpose. These strategies are presented to the Agency PM to develop a course of action.

An example of how we have put this into action is the **South Fork Siuslaw River Bridge Replacement Project** on Territorial Highway (OR200), a Rural Major Collector in Lane County. The scoping (Baseline Report) budget was estimated at \$890,000. We developed the preliminary design and the Draft DAP report was prepared reflecting application of ODOT Highway Design Manual standards for 55 mph design speed. Two Draft DAP alternatives were studied:

- Alternative A (reconstruct 2700' of roadway) - Meet ODOT HDM standards for 55 mph design speed at a cost of \$8.1 million
- Alternative B (reconstruct 2000' of roadway) - Meet ODOT HDM standards for 55 mph design speed with a single design exception for spiral length at a cost of \$5.1 million

(Note: construction costs do not include right of way or utility relocation)

The reason for the vast discrepancy between the baseline budget and the Draft DAP budget was that the original scoping did not anticipate the extensive roadway realignment needed to meet standards nor that the bridge had to be raised by 6' to convey design flows in the creek. In addition to the highway reconstruction, a county road that intersects the highway very near to the bridge being replaced was also impacted. The Quincy PM, Jeff Olson, immediately brought the construction funding shortfall to the attention of Oregon Bridge Delivery Partners (OBDP), the OTIA III Program Management firm, and ODOT.

Quincy worked extensively with ODOT and OBDP to assess alternatives and was able to gain consensus with all partners that the project had been mis-scoped and was in fact a more involved and costly project. Following several meetings to discuss the application of "practical design" standards to match the existing character of the highway, Quincy was asked to evaluate a third alternative at this site.

- Alternative C (reconstruct 1600' of roadway) – Minimize reconstruction by allowing design exceptions for spirals, vertical curve length, shoulder width, and clear zone at a cost of \$4.3 million

After much evaluation, ODOT's direction was to proceed with Alternative C, which met the project purpose and need while minimizing the roadway reconstruction and its associated impacts on adjacent properties and utilities. **The end result was a project that provided the right improvements and was within an acceptable budget.**

The Quincy Team pays close attention to the construction budget in order to proactively identify any potential budget shortfalls and develop a plan of action as early as possible. This provides the Agency PM the

best opportunity to make any scope or budget adjustments needed to ensure that the project can still meet its intended need, while minimizing the cost of making that adjustment.

2.2.2 PROPOSER'S COST-EFFECTIVENESS FOR PE-DESIGN SERVICES

A. Completing Tasks & Deliverables in a Cost-Effective Manner

There is an old adage in the construction industry that states that "there is never time to do it right, but there is always time to do it twice." This statement speaks directly to the point that things must be done to the proper standard and at the proper time, or they will invariably have to be redone later.

Start Out on the Right Foot. At the beginning of a design contract, the Quincy Team prepares a **Basis of Design** document to establish the specific criteria that a roadway or bridge will be designed to meet. These design criteria include general items, such as the type of facility and the terrain in which it is to be built, as well as very detailed issues such as clearance requirements, design speed, drainage requirements, and the like. While some of this information is included in the Project Prospectus, the Basis of Design goes into sufficient detail to ensure that as many details and needs as possible are considered during the development of the project.

As an example of the effectiveness of this tool, the use of the Basis of Design on the **OR 219 Midway to McFee Creek Safety Improvement** project in Region 1 led to the discovery that the preliminary design of the project was proceeding with an unjustifiable superelevation rate. By going through the process of evaluating various criteria and standards, a fundamental design flaw was flushed out very early in the project. This resulted in saving substantial redesign effort had this flaw not been found until much later in the project development process.

Assign Experienced Staff. Our senior technical staff average over 20 years of experience and have extensive backgrounds that enable them to quickly and efficiently evaluate a project and identify viable solutions or alternatives. Two of our senior roadway engineers, Alan Glen and Brent Lemon, served as geometric reviewers for Caltrans early in their careers. They were responsible for reviewing and approving statewide designs to ensure that AASHTO design standards were met, and for approving design exceptions when needed. Mr. Glen also authored portions of the AASHTO Green Book – A Policy on Geometric Design. He is a member of the Transportation Research Board (TRB) Committee on "Operations Effects of Geometrics". Mr. Glen, Mr. Lemon, and Karen Tatman have extensive experience with freeway-to-freeway and local road-to-highway/freeway interchange design, which led to Quincy being selected for the design of the reconstruction of two I-5 interchanges in Ashland. Quincy staff also includes five engineers who were past Chairmen of Caltrans Bridge Technical Committees, with extensive experience and knowledge in prestressed concrete, reinforced concrete, and steel bridges, as well as seismic design and retrofit. In addition, one of our engineers, Mark Reno, is the TRB Steel Bridge Committee Chairman. These individuals, with their extensive experience in the area

of highway and bridge design, are available for consultation or direct involvement in WOCs, where needed, to help ensure that projects are developed properly and efficiently from the onset.

Hands-on management by the PM and ongoing coordination with Lead Design Engineers will ensure that project goals and issues are identified early and are incorporated or addressed at the appropriate time. Information will be developed and disseminated as needed to complete each and every project task. At Quincy, the PM must be knowledgeable about all aspects of the job to ensure that all elements of the project are coordinated and integrated appropriately.

Finally, the cost-effectiveness and timely delivery of a project is dependent on assigning appropriate staff to the various tasks. This includes both the level of experience and the specific type of that experience. Tasks that are appropriately completed by Assistant Engineers are done by Assistant Engineers. Tasks requiring more experience, such as writing specifications, are done by more experienced staff, such as Associate or Senior Engineers.

"Since Quincy Engineering, Inc. was awarded the design contract for the roadway portion of the US20- Cascade Avenue (Sisters) Streetscape Project in August 2012, they have exceeded my expectations by providing high quality products in a very compressed schedule. Quincy has been very responsive to the constant changes and adjustments to the projects by various stakeholders and (has) continued to deliver quality in a short time frame.

... the considerable experience that Quincy Engineering Inc. has delivering ODOT projects has helped guide the numerous designers involved on the project to deliver a complete set of Advance Plans in less than four months. Quincy's continued leadership and expertise in delivering ODOT roadway projects will continue to be a key reason this project will go out to bid on Schedule in May 2013."

– Della Mosier, P.E., ODOT Region 4, Roadway Manager

Minimizing Travel. Our Team has been assembled with firms with offices in various areas of the state. For projects in Eastern Oregon, we have formed a strategic partnership with Anderson Perry & Associates to perform surveying and environmental services and also support our design staff, if this would be advantageous to the project and the client. To minimize costs associated with travel to and from a project site, Quincy has successfully employed the following techniques on projects located in Sisters and in Ashland:

Employing electronic communications – Quincy staff can readily share electronic files with agency staff through access to scanning / emailing, use of our company's ftp site, and use of web-based desktop sharing programs.

Phone conferences – Quincy staff have taken advantage of telephone conference capabilities to call impromptu discussions with

people in multiple offices. With immediate access to a call-in conference bridge, we can connect with agency staff in multiple offices if needed.

Video conferences – Quincy staff can access any number of ODOT and state offices with video conference equipment. When working with ODOT Region 3, our staff coordinated video conferences in ODOT's HQ building, Major Projects Branch, and in the newer Technical Leadership Center (TLC) office. Our staff could have accessed video conference equipment in other state buildings as well, should it have become necessary.

We can also provide secure access for agency staff to:

Quincy Cloud – Quincy has a cloud server that is used to facilitate interoffice communications. It can be securely accessed from any location with internet service. For any project, we can create a project folder that can be accessed by Quincy staff and agency staff for file sharing and submittal. This is a more secure and more stable alternative to emailing files given the file size constraints faced by the state email system.

Lastly, one of the advantages to having our office in Salem is the quick access to ODOT's experts located within the Technical Leadership Center (TLC) office. Our office is minutes away from the TLC and having completed numerous ODOT projects, we know many of the technical experts well. With little notice, we can meet face-to-face with a technical expert and resolve a project issue that requires TLC input. While this doesn't happen often, when TLC input is needed, such as when a bike / pedestrian issue needs to be discussed and resolved with Roger Gutierrez, we can make it happen quickly.

B. Developing Estimate of Services

Estimates for services, regardless of whether the WOC is to be Lump Sum, Time and Materials, or Cost Plus Fixed Fee, are developed carefully and comprehensively to help negotiations be completed as effortlessly as possible. Quincy approaches each estimate for services as a bottom-up process as follows:

Detailed Task List / Scope of Work. Estimate preparation is based upon a complete and thorough Scope of Work. The PM will develop a list of the tasks necessary for efficient and high quality project delivery based upon an understanding of the work proposed. A site visit will be completed to confirm conditions. For each project to be performed by the consultant team, the PM will identify the Scope of Work for each task and then the types of staff needed to perform the work. This list will be *reviewed with the client* to gain concurrence and also to determine if any tasks will be performed by the client rather than the consultant team. Subconsultant team members will review their Scope of Work to confirm the necessity of all scope components. This permits the PM to take advantage of the specific expertise of the Team and make certain that no unnecessary tasks are included. Each subconsultant will prepare their estimate of services. The PM will develop the estimate for internal staff in consultation with technical leads. The PM will then prepare an overall estimate for project delivery.

Estimate Review. As a review for common tasks of work such as roadway and bridge PS&E, Quincy has developed design budget historical data based on the number of roadway and bridge plan sheets and the percentage of the construction estimate that can be used as a check. These are never used for more than a gut check, but they do reflect historical averages. The following is a description of how these methods are used to back check our estimate:

1. **Sheet Count.** A list of all anticipated plan sheets is prepared, including roadway, staging, traffic control, bridge, drainage, etc. An hourly production rate per sheet is applied to each of the sheet types to determine an overall level of effort. Intuitively, more complex projects require a higher number of hours per sheet than a simpler project. Hourly production rates that are used in this method have been developed by Quincy and are based on 20 years of providing similar services to DOT and LA clients, as well as our past experience as former DOT employees.
2. **Construction Cost.** An estimate based on a % of construction cost of the project is prepared. This is the least accurate method, but is a helpful benchmark for a sanity check of the project budget.
3. **Similar Projects.** Because project costs are captured in an accounting system and Quincy has a large volume of completed public agency projects, a check can be made of a new project against an earlier completed project. The PM can review previous projects' scopes of work as well as the estimate. Both the scope and the estimate must be reviewed to perform a proper check.

In addition to these checks by the PM, a principal reviews both the scope and budget prior to submittal for completeness and reasonableness.

Both the Scope of Work and the estimate are submitted to the Agency PM for review. Negotiations will be completed in a face-to-face meeting to assure that both sides concur with both the scope and the estimate. This approach has been used by Quincy for 20 years, and has provided accurate and cost effective cost estimates that have met the needs and budgets of our clients.

As a testimony to Quincy's negotiation skills, Karen's three most recent WOC budgets have been accepted by the ODOT PM with no change to the design services budget. This has been accomplished by working closely with the ODOT PM to develop a thorough Scope of Work, assigning staff with the appropriate level of experience to each task, and having the budget reviewed by a principal or experienced PM.

Oregon Bridge Delivery Partners also rated Quincy at 98% for the Negotiations Phase of the OTIA III Bundle 314 project (\$3+ million design services budget), with Karen Tatman as PM. Criteria included understanding project needs, communication, good faith negotiating, flexibility, working within the established budget, as well as identifying ways to save costs.

2.2.3 TEAM & QUALIFICATIONS FOR PE-DESIGN SERVICES

A. Project Manager's Experience with Interdisciplinary Teams

Quincy Engineering is a full service transportation and bridge consulting firm that produces all construction documents for highway transportation projects, including plans, specifications, estimates, and construction schedules. We do not prepare geotechnical investigations, traffic studies, or environmental studies / documentation. Rather, Quincy has *always* worked with interdisciplinary teams to deliver complete projects to our clients. Specifically, we have always teamed with subconsultants to obtain services related to the development of final PS&E. We employ subconsultants for traffic analysis and design; environmental studies, documents, and permits; geotechnical investigations and reports; hydraulics analysis; surveying and right-of-way engineering; public involvement; landscaping; and other similar services in support of the development of final construction documents. As a result of this business practice, all Quincy PMs have extensive experience with managing and coordinating the work of numerous subconsultants on a project. In addition to knowing how to manage and schedule the work of these firms, having delivered transportation projects for more than 20 years, we are knowledgeable about the technical nature of the work of each discipline. As such, we know what is needed for a project and what to expect from their work product. Quincy's Salem office has two Project Managers that lead projects in Oregon: Karen Tatman and Jeff Olson. Karen and Jeff are both very well qualified to lead teams.

With 26 years of experience, **Karen Tatman** has served as a Project Manager, Project Engineer, and Design Engineer on freeway, highway and local road projects in Oregon and California. As a PM, she has been responsible for more than \$200 million in highway improvement projects from Preliminary Engineering through construction phases of project development. Karen's projects have involved modernization, preservation, safety and operational improvements, interchange reconstruction, bicycle / pedestrian facilities, and storm damage.

With 28 years of experience, **Jeff Olson** served as a Project Manager, Structure Project Engineer, and Design Engineer for over \$150 million worth of transportation projects. Jeff is experienced with many bridge and structure types including prestressed and reinforced concrete (precast and cast-in-place) and structural steel. Earlier in his career, Jeff was employed at Caltrans Division of Structures where he was the Prestressed Concrete Committee Chairman, and a member of the Steel Bridge Committee. He was also a bridge seismic design and retrofit specialist and has been responsible for the retrofit of more than 50 bridges in Oregon and California.

Following are sample projects completed for ODOT and Local Agencies in Oregon by Karen and Jeff.



Karen Tatman, PE
26 years' experience

Project Name	Location	Roadway Design	Bridge Design	Retaining Wall Design	Ped / Bike Facilities	Drainage / Stormwater	Right of Way Acquisition	Traffic Control Design	Traffic Signals / Lighting	Geotechnical	Environmental / Permits	Public Involvement	Utility Coordination	Landscaping	Value Engineering
I-5: N. Ashland Intchg Improvements	Jackson County, OR	X	X	X		X	X	X	X	X	X	X	X	X	
I-5: Green Springs Hwy Intchg Impr.	Ashland, OR	X	X	X	X	X		X	X	X	X	X	X	X	X
OR219: Midway - McFee Crk.	Washington County, OR	X				X	X	X		X	X		X		
I-205 Br. Seismic Retrofit Design	Clackamas Co., OR		X							X					
I-5: Santiam Highway O'xing	Albany, OR	X				X		X	X	X	X	X	X	X	
US20: Cascade Improvements	Sisters, OR	X			X	X	X	X					X		
OR99W: Roosevelt Blvd. - Garfield St.	Eugene, OR	X		X	X	X	X	X	X	X	X	X	X		
Adult Community Center Slide Repair	Lake Oswego, OR	X				X				X				X	

Four of Karen's recent projects include:

I-5: Green Springs Hwy Interchange Improvements, Ashland, OR.

Karen led Quincy designers and a team of eight subconsultants on this OTIA III / STIP project to widen/repair the OR-66 bridge over I-5 at the Green Springs Highway Interchange. This complex project included road and bridge work, new traffic signals and roadside lighting, a bicycle signal, and landscaping and irrigation replacement. In addition, extensive efforts were made to provide aesthetic treatments



to the interchange based upon participation of an Aesthetics Advisory Council made up of City staff and the public. Karen continues to manage the project through construction as Quincy and subconsultants provide construction support services.

I-205: Bridge Seismic Retrofit TS&L, Clackamas County, OR.

Karen led Quincy bridge designers, including Jeff Olson as Structure Design Lead, on this project to assess and then develop seismic retrofit strategies for three bridges on I-205 in the Portland metro area. These three bridges were chosen as typical highway bridges, whose seismic retrofit needs would be representative of highway bridges in seismically vulnerable areas of the state. Having previously managed the seismic retrofit program for a Caltrans district involving four counties and 100+ bridges, Karen was ready to assist ODOT in this project. Quincy coordinated with ODOT in preparing seismic design criteria. Then, the bridges were assessed and retrofit options prepared. The options were presented to ODOT's bridge staff and a preferred alternative identified. TS&L reports were prepared for each bridge

US20: Cascade Improvements, Sisters, OR. Karen is leading Quincy on this project with a delivery commitment to the City of Sisters

to construct the project prior to the 2014 summer tourist season. ODOT Region 4's lead roadway designer left the agency near the 65% design milestone. In order to maintain the scheduled Advance PS&E milestone date, the Region quickly hired Quincy to complete the roadway design and coordinate with ODOT's drainage designer and other design consultants already under contract for signals, lighting, landscaping, and architecture. Within 2 weeks of Notice to Proceed, ODOT identified additional sidewalk and intersection design work, adding 16 new plan and detail sheets to the roadway plan set. The new design and details were incorporated without any schedule delay. Later, the pavement design was changed in response to City concerns. At the same time, significant landscape architecture design changes were made, which required a major update to the roadway design model. ODOT delayed the Advance PS&E date by 3 weeks, but is holding the Final PS&E Date. Throughout this accelerated process, Quincy has held weekly meetings with the ODOT PM, keeping her up to date with our progress.

Adult Community Center Slide Repair, Lake Oswego, OR. With Karen as PM, Quincy completed this project to repair a slide on a hillside below the Adult Community Center building. Karen led a team of two subconsultants as well as coordinated with a geotechnical subconsultant that was already under contract with the City. She worked closely with the City PM to help define the deliverables needed for PS&E on this emergency repair. Quincy delivered the construction contract within 4 weeks of NTP to ensure that the repairs could be completed prior to the start of the school year to avoid impacts to school busses and children walking alongside the construction site.

"It has been a great privilege to work with such a fine group of professionals. Timeliness, product delivery, and attention to details & budget have all exceeded our expectations. Thank you."
— Rob Amsberry, City of Lake Oswego Project Manager



Jeff Olson, PE
28 years' experience

Roadway Design	Bridge Design	Retaining Wall Design	Ped / Bike Facilities	Drainage / Stormwater	Right of Way Acquisition	Traffic Control Design	Traffic Signals / Lighting	Geotechnical	Environmental / Permits	Public Involvement	Railroad	Utility Coordination	Value Engineering
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Project Name	Location	Roadway Design	Bridge Design	Retaining Wall Design	Ped / Bike Facilities	Drainage / Stormwater	Right of Way Acquisition	Traffic Control Design	Traffic Signals / Lighting	Geotechnical	Environmental / Permits	Public Involvement	Railroad	Utility Coordination	Value Engineering
I-84: North Powder Bridge Repair	North Powder, OR		X			X		X		X	X	X	X	X	
I-84: 18 Bridge Rail Replacements	Uma./Union Co., OR		X					X			X	X	X	X	
McLain Ave Bridge Replacement	Roseburg, OR	X	X		X	X	X	X		X	X	X		X	
OR42: "Green" Bridge Repair	Winston, OR		X		X	X		X		X	X	X		X	
I-5: Fairgrounds Bridge Repair	Roseburg, OR		X		X			X		X	X	X		X	
I-5: "Vets" Bridge Repair	Roseburg, OR		X		X			X		X	X	X		X	
OR200: Bear Creek Bridge Repl.	Lane County, OR	X	X	X		X	X	X	X	X	X	X		X	X
OR200: S. Fork Siuslaw Riv. Br. Repl.	Lane County, OR	X	X	X		X	X	X	X	X	X	X		X	X
OR200: Hayes Creek Bridge Repl.	Lane County, OR	X	X			X	X	X	X	X	X	X		X	X
Stafford Road Retaining Wall Repair	Lake Oswego, OR				X	X		X		X				X	
Bull Run River Bridge Repair	Clackamas Co., OR		X					X		X					
Advance Road Bridge	Clackamas Co., OR	X	X	X		X	X	X		X	X			X	
Swanson Creek Bridges	Jackson County, OR		X							X	X				

Three of Jeff's recent projects include:

OR200: Bear Creek Bridge Replacement, Lane County, OR. Jeff was PM on this project to replace the bridge over Bear Creek on a rural two-lane highway. The bridge was raised by 4' and the roadway approaches reconstructed. Jeff led a team of five subconsultants providing traffic engineering, geotechnical investigations and design, surveying, public involvement, and environmental studies and permits. Jeff worked closely with ODOT and the OTIA III Program Manager when the costs of the project greatly exceeded what was anticipated due to inaccurate preliminary scoping and meeting ODOT Highway Design Manual standards. Quincy developed a "Practical Design" option that was chosen as the preferred alternative.

Stafford Road Retaining Wall Replacement, Lake Oswego, OR.



Quincy completed the design of a 330' long, 6' tall gravity block retaining wall to replace a failing timber cantilever wall. Design was completed in 3 months and the wall was constructed during the summer so that the

project would be completed in time for the opening of school in the fall since students use the adjacent path.

I-5: McLain Avenue Interchange Bridge Replacement, Douglas County, OR.

Jeff led this project to replace the I-5 bridge at the McLain Avenue interchange, located near the low point in a sag vertical curve. This project involved several complex aspects. First, the vertical clearance on the local road below the I-5 bridge needed to be maintained even though the bridge would have a greater structure depth based on current bridge design standards. In order to meet this requirement, Jeff, as PM and Bridge Design Lead, developed a bridge design that minimized the impacts to the I-5 vertical alignment. The freeway was raised only 6". The other complexity involved maintaining four lanes of traffic on I-5 throughout construction. In order to accomplish this, Jeff worked with Quincy's Roadway Design Lead to determine the width requirements. The bridge was constructed in three stages. Also, at one corner of the bridge, the approach roadway widening was designed to avoid an identified wetland. Jeff managed a team of subconsultants that provided environmental studies and permits, geotechnical investigations, surveying, and public involvement.



Jeff managed a team of subconsultants that provided environmental studies and permits, geotechnical investigations, surveying, and public involvement.

B. Multi-Discipline Transportation Design Projects with Quincy Self-Performing at least 51% of PE-Design Work

Quincy Engineering performs design services leading to the development of construction contracts and also performs construction support services as the Engineer of Record. These services include:

PE-Design Services to be self-performed by Quincy	
Project Scoping Reports	Right of Way Needs Maps
DAP Reports	Utility Coordination
Project Management	Independent Design Checks
Roadway Design	Special Provisions
Bridge Design	Contract Plans Development
Retaining Wall Design	Quantity Calculations
Traffic Control Plan Design	PS&E Coordination
Stormwater Design	Bid / Award Assistance
Hydraulics Design	Public Involvement

It is an exceptional project where Quincy does not self-perform more than 51% (based on cost) of the PE-Design services. Following are three projects that are typical of the services we perform:

I-5: N. Ashland Interchange Improvements, Ashland, OR	
<i>Year Started: 2008</i>	<i>Total Contract Amount: \$1.8 million</i>
<i>Tasks Self Performed:</i>	
Project Management	Right of Way Needs Maps
Road Design (freeway, interchange, and local roads)	Traffic Management Plan Traffic Control Plans Quality Control
Bridge Design	Special Provisions
Retaining Wall Design	Quantities
Drainage Design	Estimate
Drafting	Bid & Award Support
DAP Report	
<i>% Contract dollars not subcontracted: 74%</i>	

Advance Road Bridge, Clackamas County, OR	
<i>Year Started: 2009</i>	<i>Total Contract Amount: \$112,000</i>
<i>Tasks Self Performed:</i>	
Project Management	Drafting
Road Design	DAP Report
Bridge Design	Right of Way Needs Maps
Retaining Wall Design	Traffic Control Design
Drainage Design	Utility Coordination
Stormwater Design	Quality Control
<i>% Contract dollars not subcontracted: 67%</i>	

I-5: Santiam Highway O'xing, Albany, OR	
<i>Year Started: 2011</i>	<i>Total Contract Amount: \$288,000</i>
<i>Tasks Self Performed:</i>	
Project Management	Traffic Management Plan
Road Design	Traffic Control Plans
Drainage Design	Quality Control
Stormwater Design	Public Involvement
Drafting	Special Provisions
DAP Report	Quantities
Right of Way Needs Maps	Estimate
Utility Coordination	Bid & Award Support
<i>% Contract dollars not subcontracted: 73%</i>	

Quincy has self-performed at least 51% of the design work on projects for many state and local transportation agencies in the Western states:

State DOT's	Counties (40+), including:
<ul style="list-style-type: none"> ✓ ODOT ✓ Caltrans ✓ Nevada DOT 	<ul style="list-style-type: none"> ✓ Clackamas County, OR ✓ Washington County, OR ✓ Jackson County, OR ✓ Del Norte County, CA ✓ Trinity County, CA ✓ Siskiyou County, CA ✓ Modoc County, CA ✓ Humboldt County, CA ✓ Lassen County, CA ✓ Plumas County, CA ✓ Sacramento County, CA ✓ El Dorado County, CA ✓ Amador County, CA ✓ Butte County, CA ✓ Marin County, CA ✓ Yolo County, OR ✓ Yuba County, OR ✓ Santa Barbara County, CA
Cities (20+, including)	
<ul style="list-style-type: none"> ✓ Lake Oswego ✓ Sacramento ✓ San Luis Obispo ✓ Stockton ✓ Bakersfield ✓ Chico ✓ Oroville ✓ Corning ✓ Winters ✓ Yuba City ✓ Citrus Heights ✓ Elk grove ✓ Fremont ✓ Walnut Creek 	

C. Key Staff Resumes

Resumes for the requested Key Staff indicated in the RFP are attached. Key Staff are also identified on the Organizational Chart for PE-Design on Page 2 of this proposal.

2.2.5 REFERENCES

Reference forms for three relevant federally funded projects and an additional state funded project are attached. These projects and our references will demonstrate that not only is Quincy highly qualified to perform A&E services for ODOT and Local Agencies, but we consistently deliver high quality products in a timely and efficient manner. **We are ready to go to work!**

INTRODUCTION TO CA/CEI SERVICES

Quincy staff and a team of subconsultants have been assembled to provide CA/CEI services for this PA. Our team consists of Quincy staff to manage the contract and subconsultants to provide the CA/CEI services.

The Quincy Team's CA/CEI services will be provided by **David Evans & Associates** (DEA) for most projects, an Oregon firm performing construction services for more than 16 years. If project is located in Eastern Oregon, we will utilize **Anderson Perry & Associates** (AP) staff in order to minimize travel costs. AP has been in business for more than 25 years.

Both DEA and AP have been performing CA/CEI services in Oregon for many years. Many of DEA's and AP's staff and their Construction Project Managers (CPMs) are former ODOT employees. As a result, both firms have an in-depth working knowledge of ODOT processes, procedures, and expectations for delivering successful construction projects. Through their vast experience delivering CA/CEI services for ODOT and Local Agencies across Oregon, both DEA and AP CPMs have established relationships with agency staff statewide, as well as with the construction contractors (CC) who work in Oregon.

As a result of our Team's statewide CA/CEI knowledge, experience and relationships, Quincy's CA/CEI Team will provide the following key benefits under this PA:

- ✓ Efficient delivery of CA/CEI services that meet ODOT/(FHWA requirements
- ✓ High quality transportation facilities constructed to client expectations
- ✓ Projects completed within budget and schedule, with the potential for cost savings and early schedule completion
- ✓ Minimized potential for contractor claims
- ✓ Ability to meet all FHWA requirements to assure full federal funding is secured
- ✓ Smooth, successful construction processes that maintain support of local communities
- ✓ Quick project closeout

2.2.6 PROPOSER'S PROJECT MANAGEMENT FOR CA/CEI SERVICES

A. Management and Organizational Structure

As projects enter the construction phase, they will continue to be led by Quincy's PE-Design phase Project Manager, Karen Tatman or Jeff Olson. For most projects, CA/CEI services will be performed by David Evans & Associates construction personnel further supported by Cooper-Zietz Engineers (CZ) when it is advantageous to do so, such as to meet established DMWESB goals. For projects in Eastern Oregon, Anderson Perry & Associates will provide services to minimize travel costs. All three of these firms have experienced and qualified staff that have successfully provided construction services to ODOT and LA's for many years. In addition,

Quincy has CA/CEI staff performing these services in other states so we are very familiar with construction services.

When an assigned WOC includes CA/CEI services, the Quincy PM will work with DEA (or AP) to identify the specific CA/CEI Team, including a Construction Project Manager (CPM). The Quincy PM will lead the negotiations with the support of the CPM. We will monitor the progress of the construction contract through ongoing communication with our team of subconsultant CA/CEI staff. Through this approach, we will serve as the single point of contact for the project. Quincy will also provide construction support as the Engineer of Record.

The Quincy Team provides highly qualified CA/CEI professionals to deliver the services and results needed for the diverse project types anticipated. Our team provides a streamlined management and organizational structure that maximizes the capacity of project management staff, construction administration, QCCS and inspection staff, and provides consistent, predictable and responsive project support for ODOT and Local Agencies.

Quincy's CA/CEI Team is shown on Page 14. Our team includes:

Project Manager (PM) – The PM will be the single point of contact for the WOC. The PM will be either Jeff or Karen, whoever led the PE-Design phase of the project. As in the PE-Design phase, the PM will oversee the entire CA/CEI project team, assuring that they:

- ✓ Have a well-defined scope, schedule, and budget at the onset of construction;
- ✓ Are provided with information necessary to begin their work;
- ✓ Attend project meetings and communicate with ODOT/LA;
- ✓ Provide products that are comprehensive, accurate, meet the project needs, and are consistent with agency standards;
- ✓ Perform quality control tasks to check their work;
- ✓ Prepare accurate documentation;
- ✓ Submit timely and accurate invoices; and
- ✓ Communicate aspects of the project which could lead to a change in scope, schedule, or budget for PM consideration.

Construction Project Managers (CPM) – Supporting Quincy's PM and leading the CA/CEI staff is a CPM from the lead subconsultant; DEA or AP. CPM's are the project primary contact related to construction activities for clients and construction contractors, leading project teams and addressing day-to-day service delivery and issue resolution. The Quincy Team features proven CPMs who have many years of demonstrated experience leading project teams for multiple, concurrent projects.

Quality Manager - The quality manager will provide ODOT and Local Agencies on-going monitoring of CA/CEI services to support consistently high quality results.

CA-CEI SERVICES ORGANIZATION CHART



Oregon Department of Transportation/Local Agency
Project Manager

* Denotes Key Staff
◆ Denotes Certified DMWESB

Principal in Charge
John Quincy

Project Managers
Karen Tatman, PE • Jeff Olson, PE

Construction Project Managers

Ken Stoneman, PE * (DEA), Shon Heern, PE* (DEA)
Gary Olson* (AP) • Alan Heiman, PE* (CZ)◆ • David Davies (DEA)

Quality Managers

Ken Stoneman, PE * (DEA)
Alan Heiman, PE* (CZ)◆ • Dana Wright (AP)

Quality Control Compliance Specialist

Carol Loewen * (DEA) • Cyndi Twite* (DEA)
Gary Olson *(AP) • Richard McNichols (CZ)◆

Inspectors

Dan Siebenthaler* (DEA) • Lane Ecker* (DEA)
Sue Chamblin (DEA) • Jess King (CZ)◆ • Gail Hunt (CZ)◆
Richard McNichols (CZ)◆ • William Peutz (AP)
Len Jeppeson (AP) • Harold Schroder (AP)

Construction Surveys

Dave W. Mills, PLS* (DM)◆ • Rob Lennox, PLS (BDG)◆
Bret Elithorp, PLS (OBEC) • Mike Posada, PLS (AP)

Subconsultant Key

Anderson Perry & Associates, Inc. (AP)	David Evans and Associates, Inc. (DEA)
Bluedot Group LLC (BDG)◆	Dave Mills Consulting (DM)◆
Cooper Zietz Engineers, Inc. (CZ)◆	OBEC Consulting Engineers (OBEC)

Quality Control Compliance Specialist (QCCS) and Contract Administration Specialists (CAS) –

The role of the QCCS is to ensure that all materials used by the CC on a construction project are in compliance with the plans and specifications. The CAS assists with this effort. The Quincy Team's expert QCCS and CAS staff support project efficiency and cost effectiveness. Our team's staff are able to support multiple projects concurrently.

Project Inspectors – Dedicated project inspectors provide focused and comprehensive oversight of day-to-day construction activities for one project at a time. The Quincy Team has more than 20 project inspectors immediately available to work on projects statewide.

Local Subconsultant Support – If there is an advantage to doing so, we may suggest using a qualified inspector or surveyor from a local firm to help minimize travel expenses.

Work Order Chain of Command – Our Team's chain of command for CA/CEI work is relatively straightforward. The Quincy Team will be led by the PM, who remains the single point of contact for the Agency responsible for overall contractual matters. The PM will oversee construction services through the CPM, who will lead the CA/CEI team in performing the CA/CEI services while keeping the PM informed and involved.

If included, local subconsultants are utilized and managed as equal members of the CA/CEI Team. The local subconsultants will be seamlessly integrated into the Quincy team and engaged through the appropriate communication medium (face-to-face, phone, email, written documents, and/or fax). Quincy's internal procedures and policies are utilized so that work quality and cost control extends to any subconsultants. Quincy's PM will continually monitor subconsultant performance through the CPM to ensure efficient completion. And since Quincy performs CA/CEI work in other states, our PMs are very knowledgeable of CA/CEI services and are well equipped to lead the team throughout construction.

This chain-of-command is clear for the client and contractor and will lead to efficient project completion. Key factors that aid our Team's ability to deliver projects successfully include:

- ✓ Staff clearly understand the expectations and processes for the delivery of CA/CEI services for ODOT and Local Agencies.
- ✓ Staff have experience working together for many years, some more than 25. This has resulted in highly productive working relationships that support efficiency and teamwork.
- ✓ Our Team's structure combined with staff's experience enables inspectors who are closest to the project and issues to efficiently make decisions and resolve issues independently. (Our Team's CPMs work closely with inspectors and are aware of each inspector's specific skills and level of experience. Depending on their experience level, CPMs adjust level of support to meet specific project needs most efficiently.)
- ✓ Project inspectors in the field are fully supported by CPMs, CAS and QCCS, enabling inspectors to focus on assuring that

quality construction services are delivered on schedule and on budget.

- ✓ Our team's versatile staff are experienced in multiple CA/CEI roles and can perform multiple roles independently.

Subconsultant Selection – The PM will work with the client to identify the best subconsultant team for CA/CEI services, either DEA or AP. Once the key subconsultant is selected, the PM will work with the firm to identify the best CPM, who will lead the day-to-day CA/CEI services for the project. The CA/CEI team will be selected by considering many factors:

- Office location in relation to the project
- Staff experience and CA/CEI certifications
- Project knowledge
- Positive work history/reputation with the client
- DMWESB certification (if a project goal is set)
- Previous experience with similar projects
- History of high quality, cost-effective service
- Current project workload and availability

Most importantly, the PM will work with the Agency to ensure that we have selected the right staff to meet the project's delivery needs.

B. Coordinating and Expediting Projects without Sacrificing Quality

Once a project reaches the construction stage, delays in completing construction are expensive and can impact the traveling public. However, quality cannot be sacrificed for expedience. Our Team is comprised of subconsultants with experienced staff who have been doing CA/CEI work in Oregon for decades. They know the key methods for coordinating and expediting all elements of a project to meet delivery schedules without sacrificing quality. Quincy's PM will work closely with the assigned CPM to coordinate and expedite projects. Some of the key coordination factors are:

Establishing Expectations - The project team will be provided with a full understanding of expectations, responsibilities, and available resources.

Continuous Communication – The PM and CPM will continually communicate with staff to monitor project performance in order to support project quality requirements and timely issue resolution.

Quality & Quantity (Q&Q) Spreadsheet tool – This tool was developed by a current DEA staff member during their tenure at ODOT and is utilized by both DEA and ODOT project personnel across the state. The CPM, CAS, QCCS develop the Q&Q spreadsheet for each project, identifying and outlining the requirements for materials testing, quality certifications and documentation for all bid items. Q&Qs are reviewed with project contractors and subcontractors prior to the start of construction, with mentoring of the contractor's field and office staff, as needed. Q&Qs are also reviewed in depth with the ODOT Region Assurance Specialist (RAS) assigned to the project prior to construction to verify that it meets the ODOT contract requirements.

Construction Schedule – The CPM will analyze and approve the contractor’s original construction schedule to verify that contract time requirements are met and that the initial schedule is achievable. Meetings will be scheduled regularly to discuss the progress of the project with the PM, the Agency PM, contractor and CA/CEI Team. The CPM will update and review the schedule monthly to proactively identify and resolve potential schedule impacting issues as quickly as possible.

Quality Control Compliance Specialist – The Quincy Team includes fully-certified QCCSs. The QCCS works closely with their CASs in setting up the Q&Q discussed above. The QCCS will coordinate and expedite projects by employing the following methods:

- ✓ Verifying that the contractor’s and material suppliers’ quality testing and documentation meets contract requirements to minimize confusion and misunderstandings during construction.
- ✓ Continually monitoring the work to ensure that construction materials meet contract specifications and that quality control testing is completed in a timely manner and is in conformance with contract requirements.
- ✓ Coordinating Quality Assurance (QA) and Independent Assurance (IA) testing by ODOT Region QA staff.

When project materials issues arise, the QCCS immediately gets into problem-solving mode to help the contractor and material supplier take appropriate steps to correct quality issues and keep the project on schedule. A prompt resolution is important to keeping the project on track.

Construction Inspectors – Our Team’s experienced inspectors will use the following methods to coordinate and expedite projects to meet delivery schedules without sacrificing quality:

- ✓ Closely monitoring the quality and workmanship of project materials
- ✓ Using the Q&Q guide to verify that the proper materials documentation is submitted and follow up with Field Inspection Reports (FIR) to document their observations.
- ✓ Submitting reports to the CAS and QCCS for review and then entering them into the test summary sheets for the projects. This quality check is performed prior to authorizing progress payments to the construction contractor.
- ✓ Working with the CAS and QCCS to facilitate regular ODOT progress reviews of the project to verify that contract requirements are met and there are no surprises at the end of the project that might delay project closeout and acceptance.

Another key to success coordinating and expediting projects is to have an efficient and realistic staffing plan. CPMs identify and track needed project resources on a bi-weekly basis. If any project requires an expedited schedule or staffing changes, the CPM will work

together with the PM to identify options, discuss the best option(s) with the client and then select the right option for the project.

Staffing and Schedule Flexibility - The Quincy Team understands that ODOT and Local Agencies often find themselves short staffed for limited durations and need support to deliver a project. The need for additional CA/CEI support often happens during the summer construction season. The Quincy CA/CEI Team has more than 40 permanent and temporary CA/CEI staff available to meet time critical schedules. In addition, our Team’s subconsultants have successfully teamed with other Oregon based firms to deliver time critical projects.

ODOT CPMs often rely on CA/CEI Teams to provide scalable, supplemental staff on short notice. As an example of successful implementation of our Team’s approach, DEA was able to immediately respond and provide inspectors for several projects, and then continue to support ODOT with a scalable team of inspectors and QCCS staff as the needs fluctuated in order to efficiently complete those projects. Projects included:

- OR 217 Modernization project – inspectors
- US 26/Glencoe Interchange project – inspectors
- I-84 at 257th Ave (Troutdale Interchange) – QCCS
- US30: Eilertsen Creek Culvert Replacement project - QCCS

Since our Team’s CA/CEI staff is experienced and qualified in several roles, we have the flexibility and knowledge to jump in and help each other out when conditions dictate. Our Team’s QCCS and CAS staff often perform inspection work in addition to their regular duties, giving our inspectors support at those times when an extra person is required. Both DEA and AP have design staff who are also ODOT certified and can, therefore, provide supplemental inspection when needed during peak workload periods. This gives our Team the ability to react to project demands and provide consistent, comprehensive inspection coverage on our projects.

We have also found that some cities and counties have most of the capabilities to perform the CA/CEI services but still need limited, specific support, e.g. QCCS, CAS, etc. If it is at all possible that the client’s qualified staff could become unavailable due to other high priorities, we can also negotiate contingency tasks for those tasks that may need performed by our CA/CEI Team. If these tasks are not executed, then the budget goes unused and the project proceeds as originally expected.

The size and flexibility of our CA/CEI Team’s staff ensures that there will be qualified staff available throughout the state to help out if unexpected schedule changes or increased staffing needs develop.

C. Quality Control Procedures

The Quincy Team’s Quality Control procedures are focused on 5 key concerns:

1. Maintaining overall budget through construction
2. Completing project construction on time
3. Achieving complete quality and quantity documentation
4. Achieving full federal funding
5. Minimizing construction impacts to users and adjacent property owners/businesses

Even though a major element of our work is Quality Control (QC) of the contractors’ materials and workmanship, our Team utilizes an internal QC process to make sure our own work is being performed and maintained at a high quality.

Example CA/CEI QC Procedures	
Product	Procedure
Correspondence	Reviewed by CAS and/or PM
Contract Change Orders (CCO)	Reviewed by PM and by CAS for completeness and accuracy
Daily Field Inspection Reports	Reviewed by CAS and/or CPM
Invoices	Reviewed by CAS and/or CPM
Pay Notes	Reviewed by CAS and/or CPM
Calculations	Reviewed by CAS and/or CPM
Monthly Progress Payments	Reviewed by CAS and/or CPM
Test Summaries	Reviewed by CAS
Plan Revisions	Reviewed by CPM, verified by Engineer of Record
Quality Records	Verified by CPM, audited by ODOT RAS
Subconsultant QC documentation	Reviewed by Quincy PM
As-Constructed Drawings	Reviewed by Quincy PM and CPM

As part of our Team’s internal quality requirements, including occasional internal auditing, a simple but complete documentation process has been put in place to demonstrate that QC checks mentioned above are being performed. Quincy’s PM will review copies of the documentation to further ensure QC activities. Reviewing our subconsultants’ QC documentation is our standard practice.

Although not a formal procedure in their internal QC program, DEA utilizes their primary CAS, Carol Loewen, in a role unique to DEA. Ms. Loewen was an experienced ODOT RAS prior to coming to DEA, so she routinely reviews all of their projects from a RAS perspective prior to the ODOT RAS coming in for review. This process has routinely resulted in excellent project documentation audits from the ODOT RAS personnel.

Our Team’s CAS staff take great pride in the accuracy and completeness of quality and quantity documentation, as well as labor compliance documentation and strive for clean documentation review reports from the ODOT RAS assigned to our projects.

2.2.7 PROPOSER’S COST EFFECTIVENESS for CA/CEI SERVICES

Quincy’s CA/CEI Team has an excellent reputation for delivering cost effective, high quality CA/CEI services to ODOT, cities and counties, including for federal aid projects. Aside from ODOT, DEA has the most highly experienced and skilled CA/CEI staff with ODOT program methodologies and processes in the state. Almost all of DEA’s CA/CEI staff are former ODOT construction engineering employees. Their experience working at ODOT means they know ODOT processes, know ODOT staff and their requirements which streamlines project delivery and enhances quality. In addition, DEA’s Construction Program Manager, Ken Stoneman, was the manager of ODOT’s Construction Section and helped develop many of ODOT’s CA/CEI practices that are still in place today. This expertise gives ODOT another resource to discuss unusual and/or urgent project issues where senior level knowledge and experience will prove valuable.

Our Team’s expertise with CA/CEI work allows them to complete all aspects of the construction tasks and deliverables with a minimum number of hours. Having dealt with most of the CA/CEI issues that can come up on a project, our Team uses a proactive approach that results in the most cost-effective completion of tasks and deliverables. Our Team’s approach includes:

Utilizing Experience and Knowledge – Our Team’s experienced inspection staff have in-depth understanding and knowledge of ODOT reporting, inspection, and documentation requirements. This enables them to perform the daily requirements of inspection quickly and efficiently.

Using Q&Q Spreadsheet tool – A Q&Q spreadsheet is completed at the startup of every project for approval by the ODOT RAS. This tool clearly identifies documentation and quality requirements with the construction contractor prior to beginning construction work. This may include mentoring and teaching CC field and office staff.

Checking Documentation - All field and office documentation is continually checked to make sure it is up to date and complete, avoiding the need to track down missing documentation. More importantly, this allows quick closeout of projects after construction completion, eliminating extra costs for this task. It also minimizes the possibility that potential staff changes would disrupt documentation clean up at the end of project completion.

Anticipating and Identifying Potential Problems - Our Team’s staff anticipate, identify and communicate potential problems for CCs in a timely manner to provide them with ample opportunity to mitigate or avoid the problem before cost is impacted.

Our Team’s CPMs develop solutions with the CC and proactively resolve potential claim issues quickly with CCs, keeping client exposure and costs to a minimum.

The Quincy Team routinely provides supplemental CA/CEI services to agencies that have qualified CA/CEI staff but require specialized support or additional capacity to mobilize a full CA/CEI Project Team. In addition, our Team's CA/CEI staff are experienced in performing multiple roles and work in various positions within a CA/CEI Team. This provides clients with flexibility and can reduce CA/AEI budgets, especially on small and/or remote projects. For instance, our Team's CPM, QCCS and CAS staff can also perform construction inspection duties when it is more efficient to do so.

Working Cooperatively with Construction Contractors - We understand overall costs are minimized if our CA/CEI Team supports the construction contractor and works productively to help them successfully deliver high quality projects. Our Team's CA/CEI staff will:

- ✓ Clearly communicate project requirements and expectations prior to starting work.
- ✓ Proactively monitoring CC schedules and taking appropriate, effective steps to help motivate CCs to move reach project completion as quickly as possible.
- ✓ Provide construction schedules and constructability input to design teams and specifications writers prior to bidding to help develop more concise plans and specifications and a streamlined construction contract time, whenever possible.
- ✓ Work with CCs to resolve project issues quickly.

Minimizing Travel – The Quincy CA/CEI Team includes well-established firms with office locations throughout the state to efficiently provide construction services statewide. For most projects, DEA will perform CA/CEI services with assistance from CZ, when this approach best meets the project's needs. For projects east of the Cascades, AP will perform CA/CEI services.

In either case, Quincy's CA/CEI Team will use a variety of strategies to reduce and minimize travel related costs, depending on specific project locations and needs. This includes reducing the amount of daily travel, overnight accommodation, and meal expenses, as well as long-term per diem, wherever possible. The Quincy Team has staff throughout all five ODOT regions, including relationships with local subconsultants who are able to efficiently provide field staff to minimize or eliminate travel costs. In addition, our Team is able to assign CA/CEI staff with knowledge of local issues to support efficient, responsive service delivery and lower overall project costs.

The following key project management techniques will provide efficient statewide project delivery:

- ✓ Staffing projects with the experienced personnel located in closest proximity to the project(s).
- ✓ Sharing local office space when feasible.
- ✓ Assigning field staff who live in locations close to their home, but not near an established office location. For instance, DEA has part-time inspectors that live in Astoria, Hermiston, Roseburg, Coos Bay, and Medford. They can work locally with significantly reduced travel costs.

- ✓ Combining trips for multiple projects and purposes to minimize travel costs for any one project.

For long-term CEI/CA projects, our Team will use two approaches to keep costs as low as possible:

Supplementing CA/CEI Team with Local Firms - Using experienced firms that are in close proximity to the project site will reduce or eliminate travel, lodging, and per diem expenses. As an example, DEA has used local subcontractors on several recent projects, including:

- Hardey Engineering & Associates from Medford supplemented the DEA Team with construction project management and inspection assistance. They are also working with a Medford-based DEA inspector on DEA's project to provide full CA/CEI services for the Mill Creek Drive (N. Fork Rogue River) Bridge for Jackson County and ODOT near Prospect.
- An inspector from i.e. Engineering in Roseburg supplemented the DEA Team with inspection services on the recently completed Dairy Loop Road: Lookingglass Cr. Bridge project for Douglas County and ODOT near Roseburg.

Hiring certified and highly qualified QCCS staff - QCCS are key to our Team's excellent track record of projects receiving their full share of federal funding and meeting all ODOT/FHWA requirements. Where possible our Team will have QCCS staff bundle trips to perform testing on more than one project on a trip to split costs between them.

B. Developing Estimate of Services

Estimates for services, which are most commonly Time & Materials contracts, are developed carefully and comprehensively to help negotiations be completed as effortlessly as possible. Quincy and our CA/CEI subconsultant will use a wide variety of methods, tools, and processes to develop estimates for CA/CEI services. Delivering similar services for many ODOT, city and county projects throughout Oregon for more than 30 years provides our Team with in-depth understanding of ODOT and local agencies' processes and requirements, as well as the ability quickly assess the appropriate level of effort for each project.

During the PE-Design Phase, Quincy will have prepared a conceptual construction schedule as part of the PS&E package. This schedule is used to establish the construction contract time for the bidding documents. The construction schedule provides the CPM with an excellent understanding of the project, including any unique features and a sound basis for estimating construction phase hours. The Quincy Team has consistently achieved fair and equitable contract agreements with ODOT and Local Agencies. It is our goal to be responsive to the client's budgetary needs and to provide exceptional value for the level of service received. Our Team achieves fair and reasonable service estimates by first gaining a clear project understanding and then applying their experience from

delivering other similar projects. The Quincy PM will work collaboratively with the ODOT PM and the assigned CPM to discuss the project and any assumptions to come to an agreement on how a project will likely proceed. Reasonable and agreed-upon assumptions are included in the Statement of Work (SOW) to protect both parties if significant variations from the assumptions are encountered during construction. For tasks or portions of tasks that are uncertain, we will include contingency tasks in the SOW and budget. This portion of the budget will not be used without agreement and approval from the Agency PM.

Our Team will use the following tools to help verify that our estimates for services are fair and reasonable to both the Team and the Agency:

- ✓ Historical percentages of CA/CEI work compared to project cost (bridge replacement, sidewalks, paving, etc.)
- ✓ Itemized hours estimates by task and employee
- ✓ Past experience on similar projects
- ✓ ODOT Prospectus amounts

Our Team will also use unique methods, such as:

- ✓ Using our knowledge and experience to tailor the SOW and fee to meet the preferences of ODOT CPMs and LA liaisons.
- ✓ Assigning an independent Contract Review Team (CRT) to review and compare the scope of work and/or fee estimate against similar recent scopes and actual costs before submitting them to the client. This review helps minimize the comments and edits that ODOT needs to make.

The Quincy Team will ask the hard questions before the client has to, so that we clearly understand and can effectively explain every line in the SOW and fee.

In addition, our Team does not pursue additional CA/CEI fees on a WOC unless there is a significant increase in the level of effort required by ODOT or LA representatives, or unless the CC's activities significantly add to the level of effort required from what was anticipated when the WOC was approved.

Our ability to arrive at fair and reasonable cost estimates in a timely and collaborative manner with ODOT and local agencies reflects our desire to consistently deliver responsive and cost-effective services.

Cost Savings Success - DEA always seeks opportunities to save costs and their track record shows that they are able to routinely return unspent fees at the completion of their projects. DEA recently helped Coos County save \$90,000 on the construction of the Beaver Creek and Fishtrap Creek Bridges. The County reinvested these funds to resolve other maintenance and operational issues within the project limits, including designing and reconstructing an intersection with identified safety issues.

2.2.8 PROJECT TEAM AND QUALIFICATION FOR CA/CEI SERVICES

A. Project Manager's Experience with CA/CEI Services

Quincy's PM Experience - Both of Quincy's PMs, Karen Tatman and Jeff Olson, have extensive experience with projects in the Construction Phase of project delivery. Both have direct construction experience as part of their time working for Caltrans early in their careers. In addition, Quincy provides CA/CEI services in California, but not yet in Oregon. Despite not performing in the role of CPM in Oregon, both Karen and Jeff have provided Construction Support services on nearly all of our Oregon projects while ODOT or the LA performed the CA/CEI services. In order to provide our typical high level of client service and to help agencies complete their projects as efficiently as possible, we have always worked closely with the CPM. In addition, Quincy's first WOC with ODOT Region 1, OR219: Midway – McFee Creek (discussed earlier in this proposal) involved CA/CEI services, which were successfully performed by a subconsultant.

Quincy successfully provided CA/CEI services on the ODOT OR219: Midway – McFee Creek project in Washington County. Following completion of PS&E, CA/CEI services were provided through a qualified subconsultant. The Quincy PM, Karen Tatman, led the team and remained ODOT's single point of contact for contractual matters while the CA/CEI firm performed construction services. Quincy's Engineer of Record provided reviews of contractor submittals and supported the CPM throughout construction.

In order to provide a high level of service to ODOT and Local Agencies, Quincy has chosen DEA to perform CA/CEI services on the projects designed by our staff, with the exception that Anderson Perry & Associates would perform these services for projects in Eastern Oregon.

DEA's CPM Experience - Aside from ODOT, DEA has some of the most experienced CPMs for transportation CA/CEI services in the state. DEA's CPMs have managed construction projects in all five ODOT Regions, working on ODOT, LA, and design-build projects throughout Oregon since 1985. These construction projects have ranged in size from under \$100,000 to over \$60 million. The types of ODOT and LA projects completed by our PMs are varied and diverse in nature and complexity. Some examples of the types of work managed by DEA CPMs are shown in a table starting on the next page.

DEA CPM Experience			
Number of Projects by CPM			
Type of CA/CEI Work	Ken Stoneman	Shon Heern	Dave Davies
Structure/Bridge Work			
Bridge Replacement	63	12	34
Bridge Repair	21	7	7
Covered Bridges	1		1
Pedestrian Bridges	7	1	4
Foundations	66	12	36
Retaining Walls	47	14	22
Seismic Retrofit	7	1	4
Roadwork			
Earthwork	95	18	63
Paving (AC)	88	27	38
Paving (PCC)	8	1	3
Interstate Reconstruction	8	3	3
Bike / Pedestrian	45	10	27
Drainage (culverts)	84	18	52
Sanitary Sewer	16	2	16
Waterline	24	2	16
Water Quality Treatment	30	9	16
Traffic - Signing/Illumination/Signal/Interconnect			
Drainage (culverts)	84	18	52
Illumination	32	5	21
ITS	7	2	4
Signals / Interconnect	44	7	25
Signing	95	19	62

2.2.9 REFERENCES FOR CA/CEI SERVICES

Reference forms for the four relevant federally funded projects are attached; three from DEA and one from AP. These projects demonstrate that Quincy's CA/CEI Team is highly qualified to perform CA/CEI services for ODOT and Local Agencies.

AP's CPM Experience – Gary Olson has performed CA/CEI services on more than 70 ODOT projects over the last 9 years and more than 120 local agency projects, including the vast majority of CA/CEI types of work shown above for local and state facilities.

B. Key Staff Resumes for CA/CEI services

Resumes for the requested Key Staff indicated in the RFP are attached. Key Staff are also identified on the Organizational Chart for CA/CEI on Page 14 of this proposal.