



PROPOSAL FOR  
**Fish Passage & Connecting  
Washington Projects  
General Real Estate  
Consultant  
Package A**

Proposal Provided by  
Overland, Pacific & Cutler, LLC (OPC)

**Prepared for:**  
**Washington State Department of Transportation**  
Sent via email: [CSOSubmittals@wsdot.wa.gov](mailto:CSOSubmittals@wsdot.wa.gov)

Proposals Due:  
**9/19/19 @ 3:00 PM**

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OPC's Wahtoke Creek Bridge Replacement Project in Reedley, CA

## A Trusted Partner in R/W Project Delivery



**”** *It is my absolute pleasure to recommend OPC to perform right of way services for your company. This firm has worked on several recent projects for the County of Fresno since we started using on-call real property consultants for the majority of our projects.*

*// Donna Conley, County of Fresno, Department of Public Works and Planning*

**OPC has been providing turnkey right of way services to public agencies since our inception in 1980.**



September 19, 2019

Washington State Department of Transportation  
Sent via email: CSOSubmittals@wsdot.wa.gov

**RE: Fish Passage & Connecting Washington Projects General Real Estate Consultant**

To Whom It May Concern:

**Overland, Pacific & Cutler, LLC, (OPC)** appreciates this opportunity to present our proposal to the State of Washington Department of Transportation (WSDOT) for the subject Project. As you will find in our proposal, OPC provides WSDOT with exceptional value and committed responsiveness in real estate and right of way consultation.

For 39 years, OPC has worked with State and local transportation agencies similar to WSDOT to meet their real estate and right-of-way (R/W) needs. Drawing from our local Pacific Northwest office and companywide depth of resources from 130 skilled personnel, we can provide WSDOT with responsive, turnkey right of way services. The OPC team is the best choice due to the depth of services available in-house, which can all be provided in a “one-stop-shop” setting. Our team can provide all of the services requested.

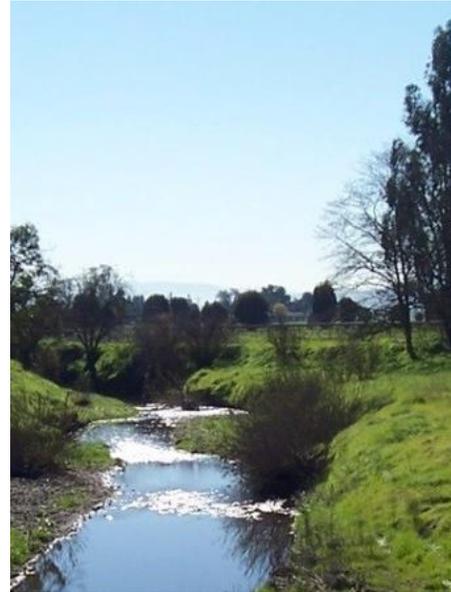
By signing below, I affirm that I am authorized to make legally binding commitments for OPC. On behalf of our entire team, we look forward to helping the State of Washington in its right of way needs.

Respectfully Submitted,

Brian Everett  
Chief Executive Officer  
OPC

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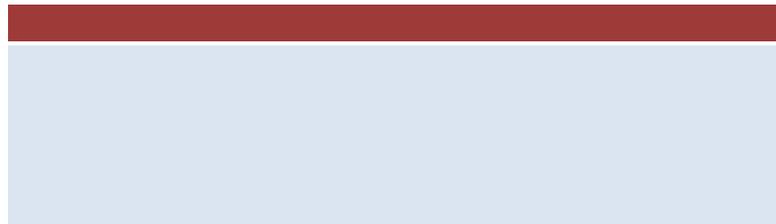
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# 1. Qualifications/Expertise of Firms on Team

## A. Team Identification

**Firms on Our Proposed Team:** The firms included in this proposal are listed below.



**List of Types of Expertise Provided:** At OPC, as a specialist in turnkey right of way services for public agencies, our expertise includes right of way program and project management, land and right of way acquisition, relocation planning and implementation, escrow coordination, property management, civil and right of way engineering services, and utility coordination. Our extensive experience and project knowledge enables us to have a true understanding of the specific real estate functions and guideline requirements necessary for the delivery of a myriad of project types.



Our typical in-house services include:

- ✓ Program and Project Management
- ✓ Land and Right of Way Acquisition
- ✓ Eminent Domain Support
- ✓ Utility Coordination
- ✓ Real Property Appraisal Services
- ✓ Residential, Business & Industrial Relocation
- ✓ Commercial and Industrial Surveys
- ✓ Relocation Plans and Estimates
- ✓ Expert Witness Testimony
- ✓ Right of Way Engineering
- ✓ Boundary and Title Analysis
- ✓ R/W Schedule Development
- ✓ Parcel Mitigation Strategies
- ✓ R/W Risk Management
- ✓ Legal Description Preparation
- ✓ Subdivision Map Act Compliance
- ✓ Plat Map Exhibits
- ✓ Encumbrance Mapping and Analysis
- ✓ Demolition Coordination
- ✓ Construction Support
- ✓ Right of Way Certification
- ✓ Property Management
- ✓ Project Close-Out
- ✓ Community Outreach
- ✓ Rent Control Compliance
- ✓ Regulation Audits and Inspections
- ✓ Large-Scale Relocation Assistance
- ✓ Special Studies and Cost Analysis

At OPC, we pride ourselves in our integrated start-to-finish real estate service, providing a full range of turnkey, in-house specialties. This results in a 'synergy' unique to our firm that enables us to provide exceptional service to our clients.

**Years Firm has Provided These Types of Expertise:** OPC has provided the above listed services for 39 years. Since 1980, OPC has had a commitment to right of way and related projects throughout Washington, Oregon, California, and the Southwest, primarily working with governmental agencies.

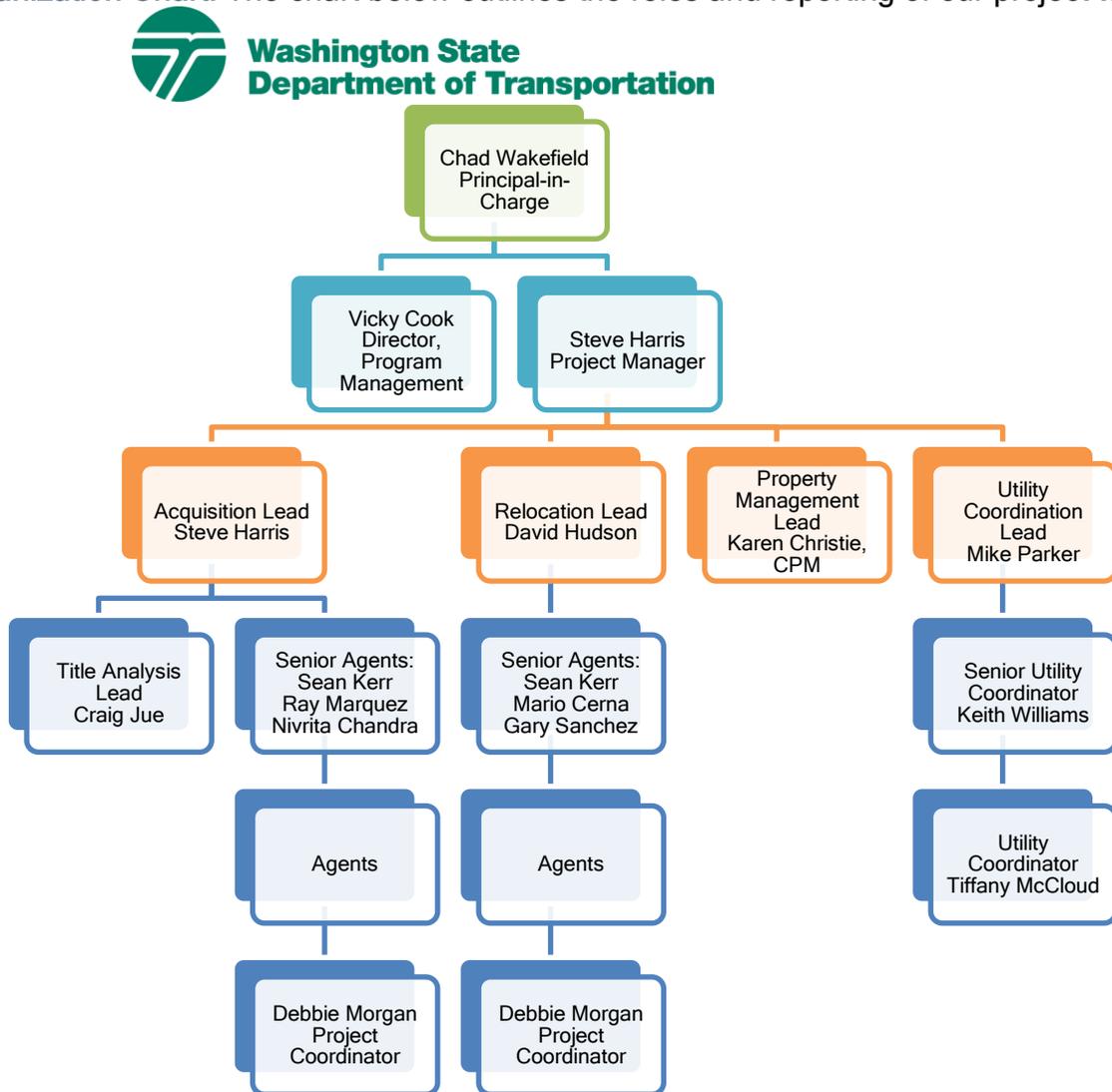


**Number of Washington / Portland Metropolitan Area Employees:** OPC operate 15 offices throughout the Western US to be there when our clients need us.

 **Portland Project Office**  
 650 NE Holladay Street, Suite 1600, Portland, OR 97232

**Local Office Staff: 2**  
**Total Company Staff: 130**

**Organization Chart:** The chart below outlines the roles and reporting of our project team.



## B. Subconsultants



Based on the scope of work as defined, OPC has identified possible subcontracting roles under property management services. Since the scope of property management is not known at this time, we have not included any subconsultants on our team at this stage. However, we will be proactive in contracting with qualified firms, including minority-owned, woman-owned, and small businesses, should other services, such as appraisal, appraisal review, or surveying be needed.

## C. Availability of Key Staff

The table below outlines the current availability of key staff and other senior resources of our team.

Name	Role	Firm	Hours per Month
Chad Wakefield, PMP, SR/WA, R/W-NAC, R/W-RAC	Principal-in-Charge, Point of Contact	OPC	60
Steven Harris	Project Manager	OPC	128
Vicky Cook	Senior Advisor, Program Management	OPC	24
Craig Jue	Title Analyst	OPC	88
David Hudson	Relocation Manager	OPC	80
Mike Parker	Utility Program Manager	OPC	40
Keith Williams	Senior Utility Coordinator	OPC	88
Karen Christie, RPM	Property Manager	OPC	60
Nivrita Chandra	Senior Agent	OPC	120
Sean Kerr	Senior Agent	OPC	112
Ray Marquez	Senior Agent	OPC	144
Mario Cerna	Senior Agent	OPC	60
Gary Sanchez	Senior Agent	OPC	144
Debbie Morgan	Project Coordinator	OPC	80

## D. Projects Completed within the Last Three Years

Provide a list of up to three (3) projects that each firm on your project team has completed within the last three (3) years. The project(s) must demonstrate the required expertise needed for this project. Include the work/services provided on the project(s) and the approximate amount received for each project.



**Highlights:**

- ✓ Numerous bridge improvement projects under task orders
- ✓ Marsh and environmental mitigation easements
- ✓ Rural and
- ✓ Early planning and analysis
- ✓ Led by Steve Harris

**Dates:** 1/2002 - 6/2018

**OPC Fees:** \$0.2 million



## Sacramento Area Flood Control Agency *Sierra Northern Railroad Project*

OPC has worked on a variety of Sacramento Area Flood Control Agency (SAFCA) projects for many years under a task order agreement, including:

- ✓ Natomas Levee Improvement Program (listed separately)
- ✓ South Sacramento County Streams Project
- ✓ American River Common Elements Project
- ✓ Magpie Creek Improvement Project
- ✓ Florin Creek Flood Protection Project.
- ✓ Mayhew Levee Project
- ✓ USACE Reach B
- ✓ Sierra Northern Railroad Project

One of their most current projects is the Sierra Northern Railroad Project. For this task, OPC is supporting SAFCA with planning project implementation and feasibility assessments, and assisting with easement planning and acquisitions for the Sierra Northern Railroad project. SAFCA is seeking to acquire one (1) permanent flowage easement for flood control purposes related to widening the Sacramento Weir in Yolo County and this project will impact a portion of the Sierra Northern Railroad Woodland Branch (SNRR) rail line within the project footprint area. As a result of these impacts, SAFCA is seeking an appraisal and valuation for the flowage easement along approximately 1,500 feet of the SNRR rail alignment along the existing Sacramento Weir. SAFCA is also seeking, as part of a potential mitigation strategy, to obtain a value for the entire SNRR Woodland Branch business. This includes, but is not limited to, the purchase of the land, fixtures and equipment, business value and any potential leasehold interests associated with the company. Finally, as a third option, SAFCA is seeking a valuation to acquire only a portion of the rail line and this would involve compensation to the owner to relocate an existing maintenance facility from Woodland to West Sacramento and the owner would maintain a portion of the rail line for future use.



### Highlights:

- ✓ Permanent flowage easement for fish weir widening
- ✓ Early planning and analysis
- ✓ Led by Steven Harris

**Dates:** 1999 - ongoing

**OPC Fees: \$1 million**  
(not including Natomas)



**Sacramento Area Flood Control Agency**  
*Natomas Levee Improvement Program /  
Sacramento River East Levee Project*

The Natomas / East Levee is one of SAFCA's most ambitious projects. The major goal of the Natomas Levee Improvement / Sacramento River East Levee is to achieve a minimum 200-year level of flood protection for the entire Natomas Basin consisting of approximately 28 miles of surrounding levees. The Project has required right of way services for the acquisition of various property rights on over 200 parcels in the basin that are affected by this critical levee improvement project. OPC has provided relocation advisory and implementation services for approximately 30 farm, business, and residential properties that were displaced. OPC consultants also worked closely with the farming community in the basin to negotiate and/or mitigate crop loss damage issues associated with the project.

OPC acquired portions of parcels both in fee and as easements for designated areas and assisted design staff to identify properties suitable for borrow and mitigation sources. OPC was also responsible for obtaining Rights of Entry from, and coordinating access between, the property owners and the numerous consulting firms to perform surveys, geological testing, and environmental studies necessary to complete the design plan. OPC acquired permits to enter on more than 200 parcels for study purposes.



**Highlights:**

- ✓ Large-scale levee improvement project
- ✓ Negotiation with rural and agricultural property owners
- ✓ Numerous fee and easement acquisitions
- ✓ Led by Steven Harris

**Dates:** 7/2007 - 6/2017

**OPC Fees:** \$2.6 million

## 2. Qualifications of Proposed Right of Way Manager(s)

### A. Experience of Project Managers



# OPC

**Chad Wakefield, PMP, SR/WA**  
**R/W-RAC, R/W-NAC**  
**Principal-in-Charge**

- Education:**
- Masters, Urban and Regional Planning, University of Colorado - Denver
  - Bachelor of Science, City Planning, New Mexico State University
- Professional Affiliations:**
- Project Management Institute (PMI); Project Management Professional (PMP)
  - Member, Urban Land Institute (ULI)
  - Member, International Right of Way Association (IRWA); Senior Right of Way Professional (SR/WA) Credential - No. 6686; IRWA - Negotiation and Acquisition (R/W-NAC) Credential; IRWA - Relocation Assistance (R/W-RAC) Credential
- Years of Experience:** Initial Year in Industry: 2000  
Initial Year with OPC: 2009

#### Overview

Mr. Wakefield leads, programs, and manages all facets of federally assisted relocation and real estate projects. He is responsible for human resources allocation, scope and budgetary oversight, and ensuring projects are delivered on schedule and on budget. Mr. Wakefield takes the lead role in project planning, quality assurance and control, risk assessment, and process improvements. Chad is a recognized national speaker on Uniform Relocation Act topics nationwide and is OPC's in house expert on HUD funding programs. He has delivered relocation projects and plans and has advised clients nationwide.

#### Project Examples

##### **Alameda Contra Costa County Transit District (AC Transit)**

**East Bay BRT (2014).** Project Manager and Right of Way Coordinator to the Parson's Design Team. Responsible for ensuring the delivery of right-of-way and utility coordination work product, preparation and update of the Caltrans ROW sheet, Real Estate Acquisition Management Plan (RAMP), property data delivery support for the right of way engineering team, real estate cost estimating, and title review. Provided analysis of utility documents and developed approach for utility relocation coordination.

### Redwood Housing Partners

**Multiple Project (2016 - 2018).** Project Manager for the relocation planning and implementation of temporary on and off-site relocation for the Winthrop Hotel in Tacoma, WA and the Homestead and River Terrace projects in Auburn and Kent, WA.

### Transportation Agency for Monterey County (TAMC)

**Commuter Rail Extension, Salinas, CA (2010 - 2018).** Senior Project Manager for acquisition and relocation services for the commuter rail extension from Salinas to Gilroy including relationship development and management in preparation for the acquisition of over 20 parcels, 14 business relocations and 1 multi-tenant residential displacement, appraisal and appraisal services coordination, relocation cost estimating, and acquisition of permits to enter for constructability and environmental testing. Acquired full fee parcel from a credit union and relocated business including advisory services, notice preparation, moveable/un-moveable items inventory preparation, move scope preparation and claims development. Work being carried out in accordance with Caltrans Right of Way Manual.



# OPC

Steven Harris  
Project Manager

**Education:**      ■ Business Admin./Public Relations, California State University, Sacramento

**Professional Affiliations:**      ■ Member, International Right of Way Association (IRWA)

**Years of Experience:**      **Initial Year in Industry:** 2006  
**Initial Year with OPC:** 2006

### Overview

Mr. Harris is a dedicated professional with more than 30 years of management experience. As a Right of Way Project Manager, he is the main point of contact with clients and the project team. He directs staff and oversees all R/W tasks and issues associated with the project. Mr. Harris has 13 years of experience delivering large multi-parcel R/W projects requiring compliance with local, state, and federal regulations, as well as Caltrans R/W Certification oversight. Mr. Harris years of experience have made him very adept in assisting clients to identify potential right of way issues early on in the planning phase and acquisition phase of the project and presenting possible mitigation measures to minimize potential costly delays, litigation and keep the project on schedule. Mr. Harris' previous project experience also includes relocation advisory and assistance services for various local, county, and state government agencies, along with private development projects utilizing various public funding sources. Services include project management, oversight, and implementation for complex business relocations and multi-unit residential relocations.

## Project Examples

### Santa Clara Valley Water District

***Llagas Creek Flood Protection Project, 2013-2015.*** Project Manager. OPC provided acquisition and relocation assistance services, as well as coordination for environmental Phase I reports and appraisal services for partial fee takes and temporary construction easements to construct a concrete channel to eliminate flooding. This \$9.7 million project provided flood protection to communities along the East Little Llagas Creek, West Little Llagas Creek, and Llagas Creek in San Martin and Morgan Hill. The project extended approximately 13 miles from about Buena Vista Avenue to just beyond Llagas Road and impacted a wide range of property types including rural residential, commercial, and publicly owned lands. The project provided 100-year level of flood protection in the urban areas of Morgan Hill, as well as an approximate 10-year level of flood protection and no induced flooding in the agricultural areas of Gilroy and Morgan Hill. Provided right of way services to acquire property rights from approximately 145 parcels impacted by the project, including rural residential, commercial, agricultural, and public lands.

### Nevada Department of Transportation, Reno, NV

***South McCarran Blvd. Widening Project, Phase II (2012 - 2014).*** Project manager for the right of way services required to acquire partial fee, permanent and temporary easements impacting 211 parcels, including commercial, residential, and Washoe County Airport properties.

### Stanislaus County

***Various Road and Bridge Projects, 2006- ongoing.*** Project Manager. for several bridge and road improvement projects for Stanislaus County, California. The County selected OPC to perform the acquisition of twelve permanent easements and temporary construction easements for the addition of signal lights and turn lanes at the Albers/Geer Roads and Highway 132 intersection. Other projects include a single partial take for the realignment of Carver Road, 7 partial acquisitions for the Whitmore Avenue/Geer Road Intersection Signalization, nine partial acquisitions for the signalization of the Las Palmas Avenue intersections at Elm and Sycamore Avenues, the widening of Hatch Road requiring acquisitions from 10 parcels, the Empire Improvement Project, and the McHenry Avenue Widening Project. Project Manager for the Crows Landing Road Bridge Replacement Project (completed in 2018) bridge replacement project utilizing Federal Highway Bridge Program funding. The project includes Caltrans District 10 oversight and right of way certification. Services include permanent and temporary easements from five parcels for construction and staging. Project issues include close outreach and cooperation with agricultural farming interests to limit impacts to farming operations and crop loss damages. This project impacts several local businesses for parking, ingress, and egress. Working with Agency design staff and property owners to find design alternatives to mitigate potential Business Loss of Goodwill claims. For the Claribel Road Widening project, OPC is providing turnkey acquisition services starting with Temporary Rights of Entry and concluding with Caltrans ROW Certification. Services will include appraisal, review appraisal, negotiations, relocation assistance for one residence and two businesses, and escrow coordination. The project will impact more than 20 parcels. The Hills Ferry

Bridge Project is a bridge replacement project using Federal Bridge Funding to replace the functionally obsolete structure. OPC has been tasked to provide R/W Cost Estimates and Caltrans Data Sheets, as well as appraisal, appraisal review, negotiations, and title and escrow coordination impacting four separate property ownerships.



**OPC**

**Victoria Cook**  
**Director of Program Management**

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- Education:**     ▪ Bachelor of Science in Hotel & Restaurant Management, California State Polytechnic University, Pomona
- License:**       ▪ Real Estate License, California, No. 01758695
- Professional Affiliations:**     ▪ Member, Women in Transportation Seminar (WTS)  
  ▪ Member, International Right of Way Association (IRWA)
- Years of Experience:**     **Initial Year in Industry:** 2000  
  **Initial Year with OPC:** 2005

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### Overview

Ms. Cook oversees development of program managers and project managers within OPC.

Prior to joining OPC in 2005, she had six years of Section 8 and HUD experience, and served as a non-profit Executive Director for many years. As a Program Manager, she is responsible for the management of her acquisition and relocation staff and the budget and critical paths for each of her team's projects. Most recently, Ms. Cook was the Program Manager for the Thomas Roads Improvement Program (TRIP) projects in Bakersfield. She provided project management oversight for the implementation of acquisition, relocation services, property management and demolition, as well as oversight and management of cost controls, policy development, schedules, and risk assessment. Vicky was the Assistant Program Manager on the Design-Build, SR-91 Corridor Improvement Project. She provided program management oversight for the implementation of acquisition, relocation services, and property management, as well as oversight and management of cost controls, policy development, schedules, and risk assessment. Ms. Cook has managed over 21 site acquisition projects for the extensive LAUSD new and expansion school site development program which included acquisition of 400 properties and approximately 2,000 relocations. She has also managed affordable housing projects, redevelopment projects, and grade separation projects.

## Project Examples

### San Bernardino County Transportation Agency (SBCTA)

***I-10 Corridor Project (Contract 1), Design-Build Project (2016 - 2021).*** Overseeing the ROW Program Management including oversight and management of cost controls, document control, budgets, policy development, Project schedule and risk assessment and management. Also oversees acquisition, relocation, and property management for the Project. The Project involves acquisition services for 210 parcels, relocation services for numerous residential occupants, property management and utility coordination. I-10 Corridor Project (Project), which would add two Express Lanes in each direction of I-10 from the L.A./San Bernardino (LA/SB) line to the I-15 in Ontario, CA.

### Riverside County Transportation Commission (RCTC)

***SR-91 CIP, Design-Build Project (2007 - 2017).*** Acted as Assistant Program Manager, providing project management oversight for the implementation of acquisition and relocation for this design-build project that will widen approximately 16 miles of active highway through the urbanized area of Corona and the County of Riverside. Worked closely with staff to analyze the residential and commercial relocation impacts on over 250 properties throughout the project area, including developing and preparing the recommendation summaries of the impacts for presentation to the agencies involved. Instrumental in developing project specific policies to reduce project and agency risks. Responsible for oversight and management of cost controls (including document control/budgets), policy development, schedules, and risk assessment.

### City of Bakersfield/TRIP

***Centennial Corridor Improvement Project. (2011-2019)*** Providing Project Management, acquisition services for 422 parcels, relocation services for approximately 310 residential occupants and 526 businesses, and property management for the project. This project will facilitate the extension of SR-58 to the west of SR-99 providing a continuous freeway connection to the Westside Parkway (future SR-58). ***Rosedale Highway Widening Project. (2012-2014)*** Providing Project Management and acquisition services for the partial acquisition of 137 parcels for the construction of two additional lanes (one in each direction) between Allen Road and Gibson Street on Rosedale Highway (SR-58). ***SR 178 Widening Project. (2013-2014)*** Providing Project Management and acquisition services for the partial acquisition of 70 parcels to widen SR-178 from two to six lanes from 0.68 miles east of Morning Drive to Masterson Street, and from two to four lanes from Masterson Street to Miramonte Drive. ***24th Street Improvement Project (2014).*** Providing Project Management, acquisition, and relocation services for full acquisition of 22 parcels and 43 partial acquisitions to improve SR-58 (Rosedale Highway) and SR-178 (24th Street) from the southbound SR-99 ramp intersection to 0.2 miles east of M Street.

## B. Familiarity with Relevant State and Federal Regulations

The OPC team adheres to all professional standards and ethics, and all other applicable laws and regulations. All services are performed in accordance with the regulations and standards of the acquiring agency and the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA or Uniform Act), as amended, and the URA regulations (effective as of February 2005). Our personnel have an excellent working knowledge of Title 49 Code of Federal Regulations (CFR) Part 24, Uniform Standards of Professional Appraisal Practice (USPAP), and WSDOT Right of Way Manual Acquisition guidelines. Our personnel have a working knowledge of Title 49 Code of Federal Regulations (CFR) Part 24, the Revised Code of Washington (RCW) 8.26 and the implementing regulation of Washington Administrative Code (WAC) 486-100. We are well-versed in projects administered under the Federal Transit Administration (FTA), Federal Highway Administration (FHWA), Federal Aviation Administration (FAA), and other Federal guidelines, policies, and procedures. This extensive background and experience has resulted in OPC becoming the preferred real estate service provider for cities, counties, and transportation authorities across the US.

## Demonstrated Project Management Skills



### City of Redwood City *Docktown*

Redwood City retained OPC in 2016 for the planning and implementation of the termination of live-aboard tenancy at the Docktown Marina in Redwood City, CA; a total of 65 vessels and water-emplaced mobile homes. Led by Chad Wakefield as the Senior Project Manager and Steven Harris as the Lead Negotiator, OPC worked collaboratively with the City of Redwood City Manager and the City Attorney's office developed the Docktown Plan, including the relocation assistance and benefits program for the closure of the Dock Town Marina, comprised of 71 boat berths and slips. OPC conducted early outreach to assess and understand the relocation needs of the owners and tenants of live-aboard water craft and water-emplaced dwellings. OPC developed the appraisal process to derive professional opinions of value and managed the appraisal process. OPC developed the agreements, forms, and notice utilized in the project. OPC negotiated the acquisition of the vessels and dwellings and assisted owners and tenants relocate to land based housing and other marinas. OPC also participated in the project's appeals process and completed acquisitions and relocations for the project.

### Chad Wakefield and Steve Harris:

- ✓ Schedule
- ✓ Scope of work
- ✓ Budget issues
- ✓ Changes throughout the life of the project

**Dates:** 2016

**Budget:** \$0.1M (OPC fees)



## Sacramento Area Flood Control Agency

*Natomas Levee Improvement Program /  
Sacramento River East Levee Project*

Due to the extensive surveys, geotechnical investigations, and environmental assessments needed, Steve and his team had to maintain close coordination with SAFCA, US Army Corps of Engineers, and design staff throughout the project.

Because of the narrow seasonal window to allow for levee construction, the Natomas Levee Improvement Program was designed and built in phases. OPC has been successful in acquiring the right of way and completing all required relocations in time to meet a very tight construction schedule. Where settlement to purchase property rights from owners could not be reached in time, OPC worked closely with Agency legal counsel and property owners to negotiate and obtain voluntary Permits to Enter/Construct agreements to keep the schedule on track.

### Steve Harris:

- ✓ Schedule
- ✓ Scope of work
- ✓ Budget issues
- ✓ Changes

**Dates:** 7/2007 - 6/2017

**OPC Fees:** \$2.6 million



## City of Bakersfield

### *Centennial Corridor Project*

This \$720 Million project will build a new east-west transportation corridor on the SR-58, providing a continuous alignment from SR-99 to I-5. The project consists of approximately 250 full and part take acquisitions from residential and commercial properties which will result in the displacement of roughly 900 households, businesses, and properties.

Under Vicky's leadership across the entire program, OPC had the opportunity to contribute substantial early planning and environmental document assistance to the Centennial right of way program. OPC prepared the project cost analysis for the Centennial Corridor's three alternative routes. This investigation included the analysis of over 1,200 parcels potentially affected by the various alternatives. The cost analysis included estimating relocation costs, severance damages, and loss of business goodwill for hundreds of residential and business occupants.

The Project Team asked OPC to participate in other real estate-related information for inclusion in the Community Impact Assessment. Concurrently, the City requested OPC coordinate monthly focus meetings for preparation of the RAMP. The RAMP was prepared incorporating strategies discussed in the monthly focus meetings for submittal to Caltrans in support of the MAP21 Application for Early Acquisition purchasing.

OPC was instrumental in helping the City in securing early acquisition approval from Caltrans and Federal Highway Administration that allowed the early release of \$165 million for right of way acquisition. The purpose of early acquisition is to advance the right of way process, expedite project delivery, and reduce hardship to those owners in the path of the project and who encounter difficulties when they seek to sell their property.

OPC implemented the City's early acquisition program and acquired over 140 full take properties through a voluntary sale. After issuance of the Record of Decision, OPC implemented a formal acquisition program for the remaining properties.

#### **Vicky Cook:**

- ✓ Schedule
- ✓ Scope of work
- ✓ Budget issues
- ✓ Changes

**Dates:** 8/2011 - 12/2019

**OPC Fees:** \$17.0 million

## Professional Licenses

The following table outlines our key staff’s licensing relevant to this scope.

Name	Role	Certification
Chad Wakefield	Principal in Charge / Point of Contact	<ul style="list-style-type: none"> <li>Senior Member (SR/WA), International Right of Way Association (IRWA) - 2016</li> <li>Negotiation and Acquisition (R/W-NAC) Credential, IRWA - 2016</li> <li>Relocation Assistance (R/W-RAC) Credential, IRWA - 2016</li> <li>Project Management Professional (PMP), Project Management Institute (PMI) - 2015</li> </ul>

### 3. Key Team Members Qualifications

Resumes for the following key staff, including relevant project information and knowledge State and Federal regulations are provided as follows.

Name	Role	Firm
David Hudson	Relocation Manager	OPC
Karen Christie, RPM	Property Manager	OPC
Mike Parker	Utility Program Manager	OPC



**David Hudson**  
Senior Project Manager

- Education:**     ▪ Bachelor of Arts, Spanish, Business Minor, University of Oregon
- Professional Affiliations:**     ▪ Member, International Right of Way Association (IRWA)  
 ▪ Member, Community Redevelopment Association (CRA)
- Years of Experience:**     **Initial Year in Industry:** 2000  
**Initial Year with OPC:** 2000; 2019

#### Overview

As a Regional and Senior Project Manager, Mr. Hudson is responsible for the management of his acquisition and relocation staff and the budget and critical paths for each of his team’s projects. He provides program management oversight for the implementation of acquisition and relocation services, oversight and management of cost controls, schedules, and risk assessment. Mr. Hudson manages a variety of functions including property negotiations, property management, document preparation for property acquisition and relocation, title compilation for property reports, research and analysis for cost studies, site searching, preliminary escrow functions, and other field work. His transportation experience includes LA World Airports, Santa Clarita Valley Transportation Authority, Bay Area Rapid Transit (BART), Alameda County Transportation Commission, and the San Diego Metropolitan Transit System.

## Project Examples

### Alameda County Transportation Commission

***I-80 Ashby Ave. Interchange (2019 - ongoing).*** Senior Project Manager overseeing all Right of Way Cost Estimates/Caltrans Data Sheets for the affected parcels in this project, including title investigation services, appraisal services - both fee and review appraisals for land, fixtures and equipment, and goodwill. Responsible for negotiations of right of way settlements, and preparation of acquisition documents for both tenant- and owner-interest properties, escrow coordination, business relocation assistance, and Caltrans Right of Way Certification. ***I-880 Winton Avenue / A Street Improvement Project*** Senior Project Manager analyzing alternatives and cost estimates associated with all proposed right of way and utility impacts, preparing Caltrans Data Sheets, estimates of loss of utility, goodwill, acquisition, relocation, demolition, and QA/QC of final work product.

### Los Angeles World Airports

***Manchester Square and Airport/Belford Areas (2003-2006).*** Performed 178 residential relocations and four (4) business relocations under a Voluntary Acquisition and Relocation Program.

### North County Transit District

***Oceanside to Escondido Project (2012-2014).*** Performed relocation for four residential relocation cases.



**OPC**

**Karen Christie, RPM**  
Property Manager

- Education:**
- Registered Property Manager (RPM), Allied Real Estate School, Laguna, CA
  - Medical, Fire and Criminal Justice Coursework & Certification, Various Colleges
- Professional Affiliations:**
- Member, International Right of Way Association (IRWA), Chapter 57
  - Member, International Real Estate Institute
  - Member, National Notary Association
- Years of Experience:** Initial Year in Industry: 2000  
Initial Year with OPC: 2000

## Overview

Ms. Christie, currently a Property Manager for OPC, has also worked as a senior agent, acquisition agent, QA/QC (for Relocation) for OPC. She manages a staff of six employees and is capable of motivating personnel to peak performance. Ms. Christie fulfills a variety of functions including department budgeting, and ensures compliance with the Department of Industrial Relations and prevailing wage requirements. She has solid knowledge of principles and practices of property management and of applicable

federal, state, and local laws and regulations. Karen continues to support upper management and conducts other field work. She has provided Housing Quality Standards Section-8 inspection services for Housing Authorities pursuant to “Inter-jurisdictional Mobility Agreement” in the Counties of Orange and Los Angeles. Ms. Christie also provided housing counseling services for new tenants pursuant to CalWORKs’ Moving to Work programs within Los Angeles County.

## Project Examples

### City of Bakersfield

***Centennial Corridor Improvement Project (2011-2019).*** Property Manager responsibilities include staff oversight for preparing and administering temporary lease agreements for owners and tenant occupants that will remain on-site after the close of escrow (and prior to relocation). This includes Rent to Hold agreements and addendums to property owners, and rental agreements to tenants. Screening of tenants to rent properties vacated in early acquisition, preparation, and delivery of required notices to interim and long-term tenants. Created tracking logs and other filing systems and procedures for managing, rent collection, back rent collection, preparing and monitoring maintenance and utility costs, and preparation/distribution of CAM letters to commercial tenants. Provided oversight of property maintenance and any as-needed improvements to accommodate habitable conditions for tenant-occupied properties. This included plumbing, electrical, roof and heating repairs for over 215+ commercial & residential parcels. Contracted and provided oversight to vendors for emergency and unsafe condition repairs, and ongoing building/ground maintenance. Managed payment of vendor invoices and utility bills. Contracted with vendors for board-ups, break-ins, cleanup of homeless encampments, fencing, security services, debris clean-up, and graffiti removal. Successfully managed and vacated 550+ units at Payless Mini Storage and held an auction for the units that were unclaimed.

### City of Long Beach

***Property Management and Related Services (ongoing).*** Property Manager. Work includes monthly site maintenance, debris removal, weed and graffiti abatement. Oversees environmental remediation, security services, tenant improvements and repairs, fencing, board up and locksmith services, paving and stripping, and hazardous material removal. Manages OPC’s Property Services crew in maintaining and monitoring vacant land and structures on behalf of the City as part of their City-wide redevelopment program.

### City of Santa Ana

***Bristol Street Widening Property Management (2013-2016).*** Property Manager services for 8 commercial properties and 11 residential properties. Staff oversight for rental agreements, prepare and distribute required notices, rent collection, vacancy inspections and property inspections throughout project length for vandalism and unauthorized entry. Maintains and monitors vacant land and structures for illegal occupancy, homeless encampments, compromised board-ups, illegal dumping, need for weed abatement, graffiti, theft, property damage, utility disconnection and

abatement. Coordinate with vendors for board-ups, environmental testing, and abatement.



**OPC**

**Mike Parker**  
Utility Program Manager

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- Education:**
- Bachelor of Science in Business Administration (with Marketing emphasis), Sacramento State University, Sacramento, CA, 1989
  - Associate of Arts, Santa Rosa Junior College, Santa Rosa, CA
- Professional Affiliations:**
- Recipient, 2015 Success in Motion Silver Award, DOT District 8
- Years of Experience:** Initial Year in Industry: 1992  
Initial Year with OPC: 2011

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### Overview

Mr. Parker is a dedicated Utility Manager and right of way professional who is well versed in the diverse types of delivery methods including but not limited to Design, Bid, Build, Design-Build, CMGC (Construction Manager/General Contractor) as all of these were used on various railroad, bus route, grade separation and assorted other infrastructure projects. He has significant knowledge in effectively communicating technical information with skills in improving processes, calculating risk management, and delivering projects on-time while creating solid strategic business relationships. With over 13 years of Caltrans Right of Way and Utility Coordination experience, he has developed strong business relationships with many of the larger utility companies. Mr. Parker has built trusting relationships with utility owners as he “speaks their language”. Mr. Parker has developed and presented several utility coordination seminars for the IRWA at various venues throughout California.

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### Project Examples

#### California High-Speed Rail Authority

***High Speed Rail (HSR) Fresno to Bakersfield Segment (ongoing).*** As a Utility Manager, intimately and instrumental in the development of Joint Use and Consent to Common Use Agreements within the access and non-access controlled right of way, relinquishments of existing utility easements, acquisition of utility easements and the creation of easement deeds for third party utility owners within the HSR right of way. Met and negotiated terms of settlement with various utility owners and irrigation districts regarding real property rights. Obtained proper signatures and recorded various documents.

### **Riverside County Transportation Commission (RCTC)**

***I-215 Central Widening (2011-2012).*** As Utility Project Manager, arranged to have utilities relocated prior to or during construction. Prepared Notice to Owners, Utility Agreements, Federal Authorization forms, Reports of Investigation, and utility portion of the R/W Certification. Identified property rights issues and coordinated R/W mapping, appraisal, and acquisition of utility or temporary construction areas to accommodate utility relocation. Identified what costs would be borne by the Utility Owner, or the Project, or both. ***I-215 and Placentia Avenue Bridge (2018-ongoing).*** Utility Manager. Project is a new interchange located in the City of Perris. Currently, coordinating the procurement of as-built plans from utility owners and the potholing of utility facilities. Scope will include the coordination of the protection or relocation of all utilities found in conflict with the project including but not limited to the issuance of Notice to Owner's for both potholing and relocation, Utility Agreements, Reports of Investigations, RW certification for utilities, coordination of utility encroachment exceptions, procurement of estimates and relocation plans from utility owners and all permits/easements/JUA's/CCUA's as necessary for the project.

### **San Bernardino County Transportation Commission (SBCTA)**

***I-15/I-215 Devore Interchange Project (2008 - 2017).*** As Utility Manager, intimately involved from the on-set of the project that added one lane and truck-bypass lanes in both directions. Developed cost estimates based on several different design alternatives, organized meetings and worked closely with Caltrans and SBCTA to develop potholing plans. Coordinated potholing effort and identified each utility potholed (250 potholes). Coordinated the right of way mapping, appraisal, and acquisition of required utility and/or temporary construction areas to accommodate the relocation of utilities. Prepared Relocation Claim Letters, Notice to Owners, Utility Agreements, Joint Use Agreements, Consent to Common Use Agreements, relinquishments, easement language related to utilities, Reports of Investigation, and the utility portion of the R/W certification. Currently closing out the project by paying off final invoicing and procuring final utility owner "grant outs" of easements and Joint/Consent to common use agreements. ***I-215 Bi-County Project. (2011-2013)*** This project added carpool lanes in both directions and interchange improvements. As Utility Project Manager, arranged to have all utilities relocated. In addition to all typical utility coordination work as mentioned above, Mr. Parker also assisted in the Federal Authorization forms, easement documents, authorization and payment from utility owners, coordination of meetings with utility owners and Caltrans Design team to identify conflicts, created relocation plans, and resolved liability issues. Adhered to both State and Federal requirements for the relocation of utilities. ***I-215 Barton Rd. (2013)*** As Utility Manager coordinated all aspects of the utility process from project inception through current construction. In addition to all typical utility coordination work as mentioned above, Mr. Parker also assisted in the relocation of a cell-site, demolition coordination, service point establishment of several utility owners throughout the project and the transfer of water rights from a locally owned water provider to the City of Colton. ***I-10 Cedar Interchange Project. (2018-ongoing)*** Recently awarded this project which proposes to expand the existing bridge structure crossing both the I-10 freeway and the adjacent railroad facilities. Scope will include the all utility coordination activities as indicated above and a significant amount of potholing (335 holes). ***Palm***

**Avenue and Laurel Street Projects. (2012)** Acted as Utility Manager for two grade separation projects for SBCTA. Prepared notices, coordinated with utility companies, developed status reports, identified property rights issues, and developed utility portion of the R/W certification documents.

## 4. Firm’s Project Management System

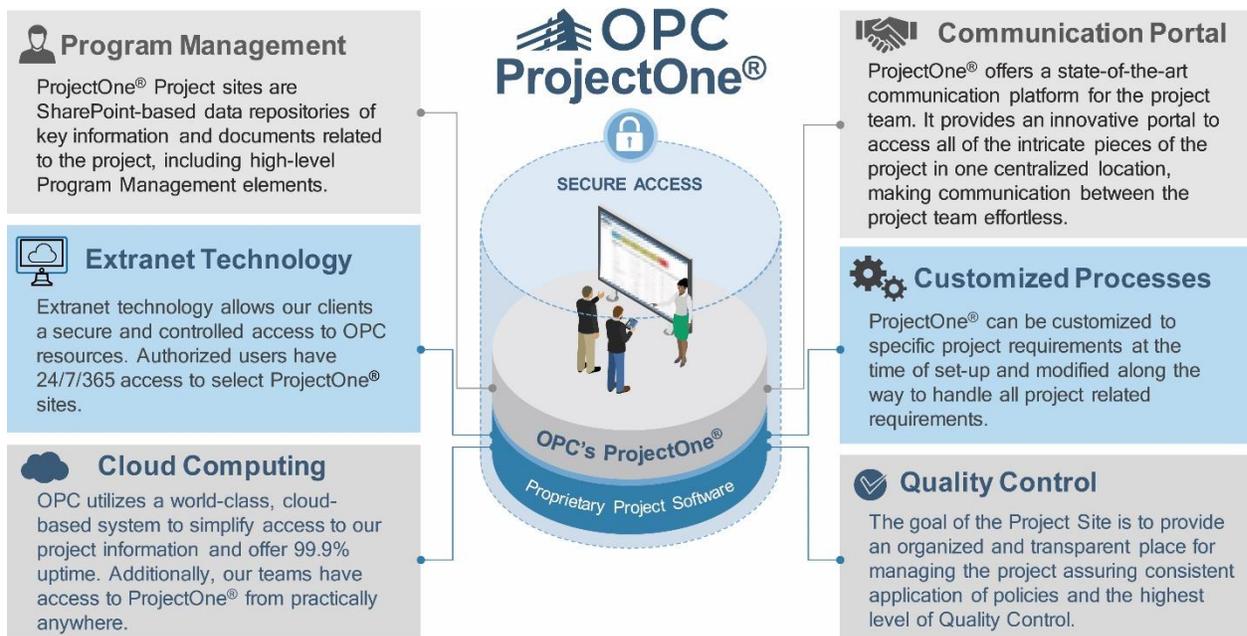


**Quality Assurance / Quality Control (QA/QC) Processes:** OPC understands that we must uphold the same applicable standards, regulations, rules, and practices as WSDOT. To maintain accuracy, all records will undergo periodic quality/accuracy checks. All computations of entitlements and distributions of financial assistance are clearly documented for compliance with federal, state, and local regulations and statutes, along with Port policies. Actions which require innovative solutions will be thoroughly documented and referenced to applicable regulations for compliance support.

Our project files are spot-checked bi-weekly to ensure records are being accurately maintained. Upon completion of each file, the entire file undergoes a final analysis to ensure that it contains all information, all claims are properly documented, and we have made all records of payments. Since these files belong to WSDOT, they are available for inspection at any time.



**Tracking System to Monitor Budget and Scope:** OPC utilizes the latest technology for management of its project data, documentation, milestones, risk management, subcontractor coordination, fiscal responsibilities, and progress reporting. ProjectOne® is our dedicated online system, created and developed by OPC to specifically address the unique needs of the right of way industry.



ProjectOne® is a registered trademark of Overland, Pacific & Cutler, LLC

OPC designed ProjectOne® with superior quality control in mind, and it provides standardization of project processes, which in turn results in regulatory and jurisdictional consistencies. Our team can easily coordinate the dynamic needs of each of our projects through the project site, integrating multiple disciplines and resources of the project team from various OPC locations.

ProjectOne® was developed from the ground-up to address the specific and unique needs of projects such as projects under the Connecting Washington Program. In the earliest stages of project’s lifecycle, our team creates a dedicated project site in the ProjectOne® system. This assures that OPC-managed projects follow strict, standardized processes. The secure project site provides the project team with a central location to store all project related data in an organized and logical way. The site also enables team members to easily update the project information, track our progress and schedules, and guarantee that our management decisions are based on current, up-to-date information.

The ProjectOne® SharePoint site will also be used to provide timely progress reports with notes highlighting special comments about acquisitions and/or relocations. This guarantees an up-to-date report to WSDOT’s in-house counsel, as well as a weekly status report for all acquisitions and relocations identified by parcel number, property owner, address, assessor’s parcel map (APN) relocation status, or other information WSDOT finds as valuable information to monitor.

The screenshot displays the ProjectOne dashboard interface. At the top, there is a navigation bar with 'Intranet' and 'ProjectOne'. Below this is a 'Summary Panel' for project 'AMA-002'. A sidebar on the left lists various project management tools like 'Parcel Acq Panel', 'Tenant Acq Panel', 'Case Relo Panel', etc. The main content area is titled 'Panel with acquisition and relocation overview. Select parcel to see related elements. Click any header to open full list.' It features a 'Parcel Acq List' table with columns for Parcel ID, Owner Reference, Property Address, Acq Agent, Acq Status, and Acq Progress. The table shows several rows of data, including parcel numbers like 036-010-108 and 036-340-006, with their respective addresses and acquisition progress percentages. To the right of the table is a 'Parcel Map' showing a geographical area with several numbered markers (1, 2, 3, 4) indicating specific parcels. Below the map is a 'Case Relo List' section, which currently shows no items.

Parcel ID	Owner Reference	Property Address	Acq Agent	Acq Status	Acq Progress
Count= 100					
* Last Milestone : Legals/Plats (5)					
Count= 5					
036-010-108	...	No Situs Address		Active	10 %
036-340-006	...	10201 Tabeaud Road		Active	10 %
036-340-011	...	10210 Tabeaud Road		Active	10 %
036-450-025	...	11180 Ranchette Drive		Active	10 %
042-010-011	...	16380 Ridge Road		Active	10 %
* Last Milestone : None (94)					
Count= 94					
036-010-030	...	17881 Carter Lane		Active	0 %
036-010-042	...	18580 Clinton Road		Active	0 %
036-010-105	...	18557 Clinton Road		Active	0 %
036-010-106	...	18951 Clinton Road		Active	0 %

The ProjectOne® dashboard includes a summary view of various aspects and stages of the project. Our team members can easily navigate to detailed information about the project including parcel information, acquisition or relocation data, milestone status, high priority issues, and more. Authorized team members can access risk management information, budget and cost controls, and other project control tools.

**Document Controls**  
Project documents, tasks, and deliverables in one central location.

**High Priority Project Issues**  
Project Issues are prioritized and tracked.

**Project Tasks**  
Project tasks outlined in real-time.

**Project Status**  
Up-to-Date Project Goal Status List.

**Risk Registry**  
High Risk Items are monitored for mitigation and contingency.

**My Project Tasks**

Title	Related Issue	Task Assigned To	Status	Priority
There are no items to show in this view of the "Project Tasks" list.				

**High Priority Project Issues**

Title	Issue Assigned To	Priority	Issue Status	% Complete	Due Date	Modified	Modified By
Design changes from slope to well could impact ROW (PT vs. PT) and increase relocations.	Victoria Cook	(1) High	Active	10%	7/31/2015	5/22/2015 11:13 AM	Victoria Cook
Design affect number of inverse Contamination cases	Victoria Cook	(2) Normal	Active	10%	7/31/2015	5/22/2015 11:13 AM	Victoria Cook
Delay of ROD increases Property Management Holding costs	Victoria Cook	(2) Normal	Active	25%	10/1/2015	5/22/2015 11:15 AM	Victoria Cook

**High Risk Exposure Items**

Risk ID	Date Identified	Description and Impact	Mitigation and Contingency	Assigned To	Next Review Date
There are no items to show in this view of the "Risk Management Items" list.					

**Parcel Progress Map**  
OCT-035 > Parcel Progress Map

Click on any pin on the map for parcel ID and acquisition progress information.

**Map Legend**

- Closed - 100%
- Actual Pos. - 95%
- OPP Date - 80%
- 1st Level - 60%
- Escrow Closed - 80%
- Offer - 40%
- Just Comp - 30%
- Legals/Plats - 10%
- None - 0%

**Map menu**

- Parcel Progress
- Parcel Status

The ProjectOne® system also includes an integrated status map that has the full functionality of Google Maps. The team can monitor the project's progress on the map, which reflects real-time updates to the project status. We can zoom-in on property outlines and view parcels with *Street View*, while simultaneously acquiring the property's details directly from the map.

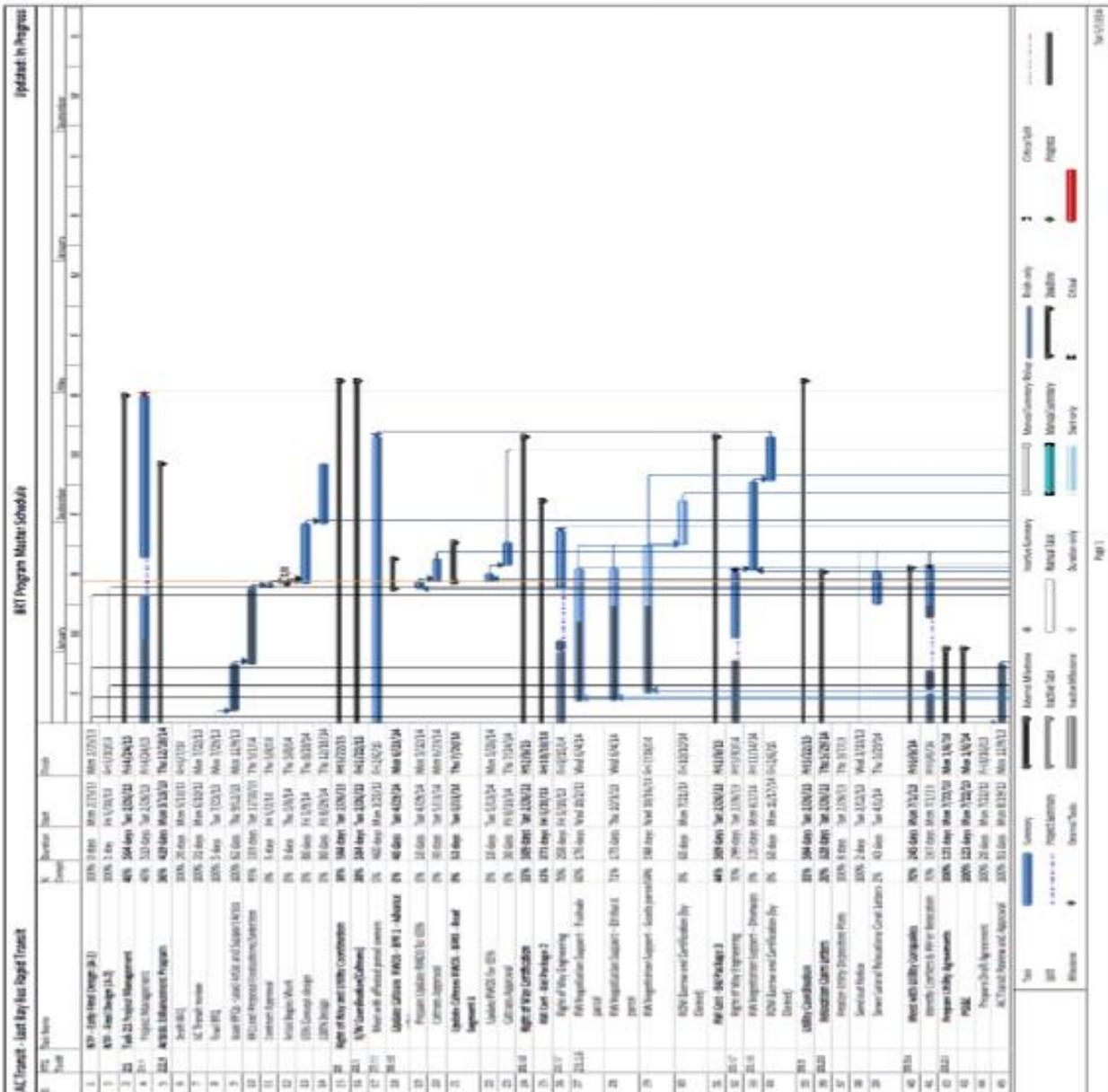
We are committed to meeting the project deadlines established by our clients. Successful program implementation requires a thorough and coordinated effort during planning, preparation, and implementation phases to see a project to a timely and cost-efficient completion. ProjectOne® provides our team superb, standardized tools that assist OPC in maintaining the schedule and budget by eliminating errors and re-work. Automated approval procedures, and seamless integration of OPC's various service disciplines, make **ProjectOne® extremely beneficial to the success of our client's projects.**



**Scheduling Program:** OPC uses both Primavera P6 and Microsoft Project for schedules, depending on the level of information needed for our clients. For example on the RAMP provided to Alameda County Transportation Commission for their East Bay Bus Rapid Transit Program under Chad Wakefield (shown in the following image), we used Microsoft Project for the schedule.



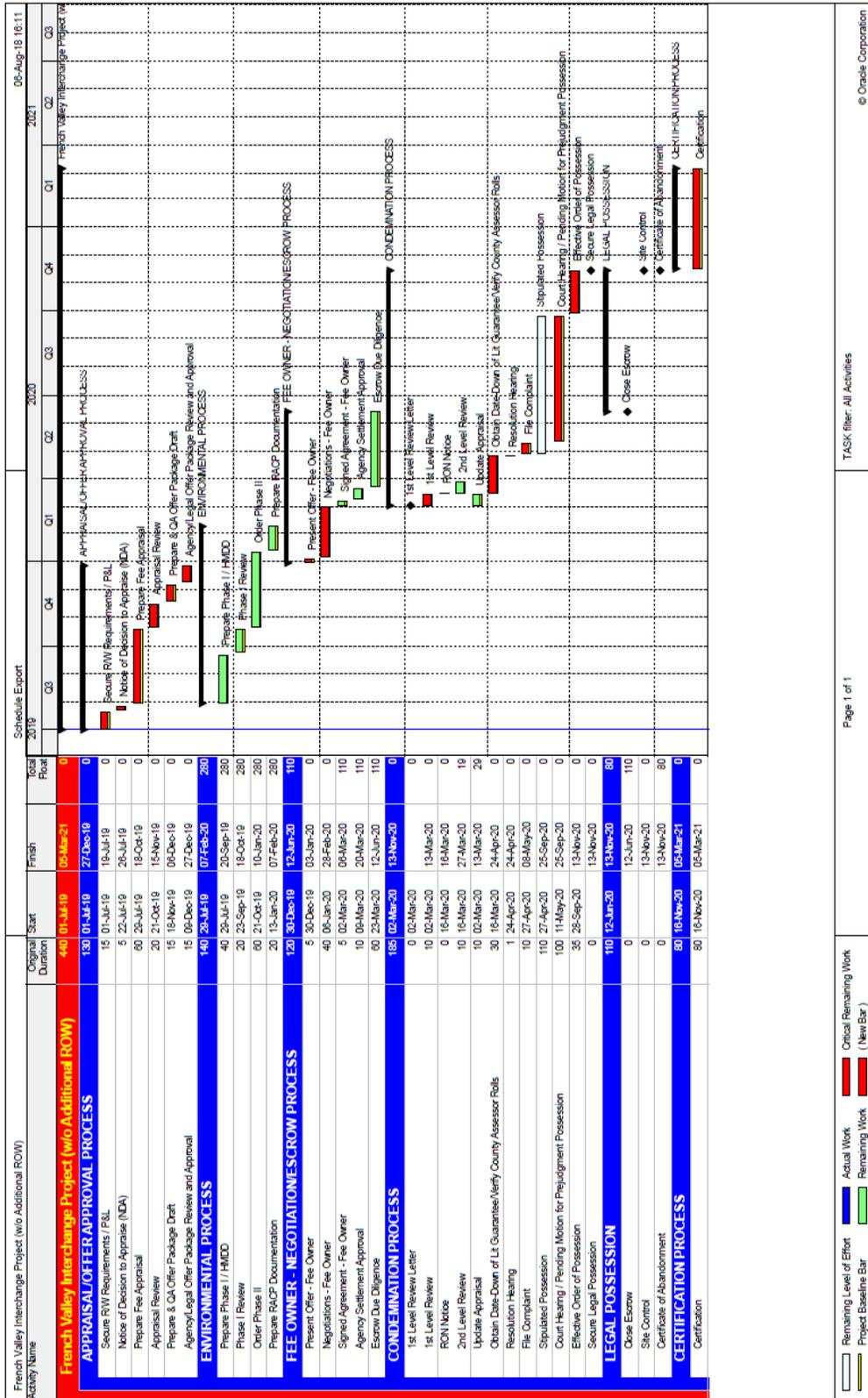
## APPENDIX A – PROJECT SCHEDULE



For clients that we provide R/W program management for, such as San Bernardino County Transportation Authority and Riverside County Transportation Commission, we use level 3 Primavera schedules. However, for smaller projects, we may create Gantt charts in Microsoft Project or produce a level 2 schedule in Primavera.



PrimaVera Schedule for I-15 / French Valley Interchange Improvements (Vicky Cook)



Page 1 of 1  
 TASK filter: All Activities

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At OPC, we know the importance of the timely delivery of right of way to meet project schedules. Our experienced project managers are familiar with the nuances of project design and implementation and have often recognized previously unidentified scoping needs using this planning approach at our initial meetings. Should design considerations and other project factors advance in unexpected ways, service costs are provided on a unit basis, wherever possible. This provides a means for consistency during the change order process and can assist the agency in advanced financial planning when scope modifications are anticipated. Steve Harris, as Project Manager, will regularly compare “planned vs. actual” progress on all deliverables to ensure that all are completed on time, and within the project budget.

In addition to the capability mentioned earlier, ProjectOne® has a built-in scheduling and calendar tool for reporting, meetings, and milestones on R/W projects.



**Interacting within Our Internal Project Team:** Transparent communication and accurate information is essential on multi-parcel projects. For that reason, we utilize our state-of-the-art dedicated project management tool **ProjectOne®**. ProjectOne® gives the entire OPC team real-time access to up-to-date, real-time information via a secure site that you can simply login to at any time. All reports and information are at our fingertips whenever OPC staff need it. The automated tracking and reporting platform utilizes the latest technology for management of project data, documentation, progress tracking, and reporting. What is most important is how our clients benefit from this unique project management experience - **the instant access to up-to-date, current information on the project.**



**Interaction with Clients and Stakeholders:** On any infrastructure project, clear communication is essential. As your R/W consultant, OPC will plan, control and document communications. OPC expects and looks forward to being engaged with the project team through formal and informal communications, brainstorming sessions, and other forums to get to know and work with our partners. OPC will develop a Communication Plan that will become a valuable tool for the project team.

OPC places emphasis on the early planning, risk assessment, and implementation of public and private sector projects. We believe in clear communication with all participating disciplines, including design, real estate, engineering, program management, legal, and public relations. We do this from the beginning of a project through its satisfactory conclusion to facility on-time project delivery. Our custom tools and systems allow us to be transparent with our clients and team members on project progress.

A key element for maintaining schedules and budgets for each engagement is holding an effective kick-off meeting. As part of each kick-off meeting, OPC will establish the frequency and depth of detail for status reports and project development meetings required by WSDOT. General milestone events on our status reports are listed to the right. In addition to status reports, OPC will establish expectations for other formal and informal communications. At a minimum, OPC would expect to lead or participate in a monthly project development meeting and submit a monthly status report. Additionally, OPC seeks to communicate with WSDOT’s project managers by routine emails, and by telephone on

a weekly basis. OPC will communicate with WSDOT on any exceptions required to be cleared, further negotiated, or delayed.

Throughout the entire contract term, OPC's management team requests feedback from our clients and will engage WSDOT as much as needed to ensure that we deliver services in a manner that meets WSDOT's requirements.

One of the unique attributes of OPC's right of way service is our holistic project approach. We strive for a "seat at the table" to work with the project development team early to help facilitate the planning, funding, design, and construction of an individual project. Coordinating with WSDOT staff and, potentially, other government agencies, we can advise on potential right of way issues, utility relocations, or access impairments that could prove costly if not addressed early. OPC can identify the need for early acquisition to contain project costs or settle issues that would otherwise cause loss of community goodwill or threaten the project schedule.

Beyond the client, perhaps the most critical stakeholder that we communicate with is the public. Since R/W acquisition involves a human element, "adherence to schedule" is more of an art than a science. OPC has a history of delivering on client schedules through responsiveness and open, frequent communications with the parties from whom they need property interests.



## Contact

For questions during the  
submittal process:

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R/W-RAC**

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