Atira Consulting Qualifications

Portland, OR

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Kirk J Slack, PE
Project Management Experience

Other Experience

Interstate MAX Light Rail Project (September 2001 – October 2004)

The Interstate MAX Light Rail Project was the construction of 4.5 miles of a mixture of paved and ballasted trackway in the center of an existing five lane arterial road. It also included roadway reconstruction, sidewalk replacement and a 1500' light rail only structure. Kirk worked for the project owner, TriMet.

- **Field Engineer**. Kirk started the project as a field engineer responsible for a 1.5 mile section of the 4.5 mile project. Kirk's responsibilities included inspection of construction work as well as field engineering solutions for design errors or unforeseen conditions. The widening of the corridor to match right of way lines created the need for extensive private property restoration. Kirk was in charge of assessing the existing property features, designing a restoration scope and coordinating restoration work with the contractor and property owner. All intersection curb ramps were rebuilt and Kirk worked with the concrete crew to field engineered the ramps to meet Americans with Disability Act (ADA) requirements. Kirk worked with several contractor and subcontractor crews at one time and his first priority was to solve problems quickly with no added cost to the Project. If the scope of the problem required designer input, Kirk made the proper notifications and followed the issue through to the final, constructed solution.
- **Assistant Office Engineer**. After approximately 18 months on the project, Kirk began training with the project Office Engineer on the Contract Management program. This included instruction in tracking and issuing of all Contract directives, pay estimate review and approval, change proposal review and approval, cost estimating, change order preparation and execution, project budget tracking and project cost-to-complete estimating. Eventually, the Office Engineer transitioned off the Project and Kirk completed the contract management including the project contract close out.
- **Assistant Resident Engineer**. Two years into the project, Kirk transitioned into the Assistant Resident Engineer position. Five months prior to the scheduled opening of the new line, the project received approval from the Federal Transit Administration to add scope that was deferred during design due to budget constraints. Kirk managed the design and construction of the $4.5 million of additional work scope which included adding a shelter to each of the outbound station platforms and installing sand set brick pavers on a section of ballasted trackway. This work was to be completed prior to opening and had to be scheduled around system testing and simulated train service. Kirk developed a communication protocol between the crews working on the alignment and the train operators running test trains that successfully allowed safe working conditions during train testing. All work was successfully completed prior to the line's grand opening.

Mall Revitalization Project (October 2004 – November 2008)

The Mall Revitalization Project added light rail to the existing Portland Transit Mall in the Central Business District. The project also included the revitalization of the transit mall including sidewalk improvements, shelter replacement and brick intersection construction. Kirk worked for to the owner, TriMet, for a portion of the project and as a consultant for the remainder of the project.

- **Lead Designer of Sewer Repair and Replacement**. The Bureau of Environmental Services (BES), Portland's sewer authority, required that all their aging facilities running longitudinally under the proposed trackway be replaced at the cost of the project. There was also a requirement to move all sewer manhole access points outside of the trackway footprint. Many of the sewer lines in downtown Portland are 15'+ deep making the standard trench and replace method unrealistic. TriMet decided to complete the design with their own resources as opposed to hiring a consultant to design the project and Kirk was made the Lead Designer. Working with BES, it was decided to replace all pipes with Cured In Place Pipe (CIPP). Kirk was charged with the design of the CIPP and the design of all the offset manholes required to relocate the manhole accesses outside of the trackway. For the design of the CIPP, Kirk wrote a computer program to design each section of CIPP according to ASTM F-1216. During design, Kirk worked closely with BES for system information, design milestone reviews and constructability reviews. Once the design was complete, Kirk created a detailed estimate of the work. The CMGC contractor was asked to solicit competitive bids for the work and Kirk reviewed and negotiated the final contract for the sewer rehabilitation portion of the project.
- **Project Manager, Pre-Construction Services**. The owner's team went through a selection process at 60% design to bring a Construction Management General Contractor (CMGC) contractor on board. Once the contractor was selected, they were awarded a Preconstruction Services Contract to help the owner with cost estimating, value engineering of design, scheduling and small construction tasks. Kirk was charged with managing this contract including monthly progress payments, defining and issuing task orders, issuing change orders and tracking of progress and deliverables.
- **Conduct of Construction**. The owner recognized that the impact of a complicated project in the Central Business District was going to be high and far reaching. Kirk was tasked with creating a document for public distribution that would serve as a framework for how the project was going to be built. This document detailed how the project was going to be segmented, the duration of work on each segment, the general stages of the project, the expected impact of each stage and more. The intent of the Conduct of Construction document was to educate the general public, property owners and businesses in the Central Business District on what they could expect as the project progressed. Kirk drafted the document and it went through several reviews by the community relations staff, the owner's construction team and the contractor. In the end, the document was nearly 40 pages and was well received and referred to often during construction.
- **Assistant Office Engineer**. Once construction began, Kirk assisted the Office Engineer with the issuing and tracking of all contract directives. Kirk coordinated or performed cost estimates for all changes, negotiated price proposals from the contractor, prepared change orders and defended change orders in front of the owner's Contract Change Board. This required working closely with the design team to avoid unnecessary scope creep and to value engineer all design changes. Kirk also worked

through several claims from the contractor, mostly related to advance utility work on the water system. This involved detailed review of construction documentation from both the owner's and contractor's field representatives. In the end, Kirk was asked to prepare an estimate of the true value of the claims for the purpose of negotiating a settlement or pursuing the claim in court.

TriMet Station Improvements Project (June 2009 – January 2011)

This design / build project was American Recovery and Reinvestment Act (ARRA) funded and was a mixture of deferred maintenance and new facility construction projects that were "shovel ready". Kirk was a consultant to the contractor, Aadland Evans Constructors.

- **Project Manager**. Kirk was the Project Manager for a General Contractor, Aadland Evans Constructors, on a station improvements design/build project for TriMet's light rail system. The scope included:

  - Platform facilities and shelter repainting
  - Platform ADA tactile warning tile repair and replacement
  - Bike locker replacement and repair
  - Platform lighting improvements
  - Artwork conservation
  - Installation of platform access control
  - Pedestrian at grade crossing safety improvements
  - Construction of three secured bicycle parking areas, one being a stand-alone structure

  The various parts of the project were scattered throughout TriMet's 52 miles of light rail trackway and work was performed during revenue service. The project was divided into several parts and was managed on a task order basis. Kirk was charged with managing the design team as well as the construction team and responsible for monitoring consultant and subcontractor budgets. The project was very challenging for many reasons. One of the largest project challenges was the lack of clear scope provided by the owner. This was understandable given the quick response needed to secure (ARRA) funding. The project required very open and clear communication with Kirk's team and the owner's team to ensure the best and most cost effective product was delivered. TriMet's operations department was very involved in the project requiring detailed schedules and weekly applications for Track Access Permits from the contractor's team. Kirk ran all meetings and prepared all meeting notes. The project was delivered successfully and the owner reported great job numbers through the required ARRA reporting. In addition, the owner's goal for Disadvantaged Business Enterprise (DBE) participation was 16% and Kirk's team exceeded 33%.

Portland Streetcar Eastside Loop Project (November 2009 – January 2013)

The Portland Streetcar Eastside Loop Project was a 6.6 mile expansion of Portland's Streetcar to the eastside of Portland. Kirk worked as a consultant to the owner, The City of Portland, for this project.

- **Assistant Project Manager**. Kirk's main duties were to directly support the Project Director and the Project Manager. Kirk assumed the role of acting Project Manager many times during the project. Kirk had close interaction with the contractor, several City of Portland departments and the owner's construction management team. Kirk issued change directives, reviewed cost proposals, negotiated change costs with the contractor and assisted in bimonthly pay estimate review and approval. Kirk was also charged with tracking the project's expenditures according the Federal Transit Administration's (FTA) Standard Cost Codes (SCCs) and producing a summary report each month. Kirk's daily tasks also included management of all contractor generated correspondence including requests for information and submittals. Kirk coordinated owner's responses or reviews and then analyzed responses for possible cost implications. If it was felt that a cost could be avoided, Kirk worked with the responder to change the response.
- **Private Utility Relocation Manager**. A large part of any urban rail project is the relocation of conflicting private utilities, both underground and overhead. The Eastside Loop Project team identified nearly 250 utility conflicts. Kirk was charged with identifying the owner of each conflict and managing the tracking and resolution of the conflict. The City of Portland allows private utilities to install their infrastructure in the public right of way, but each utility must agree to relocate their facilities at their cost should their facilities conflict with a public project. While private utility conflicts have been a part of every light rail and streetcar project that has been built in Portland, Kirk was not required to follow a formal procedure to resolve the conflicts. The owner's team offered Kirk a clean slate to manage the project as he saw fit. Kirk set regular meetings with representatives from the private utilities, tracked the construction schedule against the relocation schedule, met with utility representatives in the field to trouble shoot issues and went to bat for the utilities when the City permits department was trying to require unnecessary extra work. Kirk established a great working relationship with the private utilities and all the conflicts were resolved 3 months ahead of schedule. The Contract was not impacted by any of the conflicts during construction.
- **Integrated Testing Manager**. Integrated testing is a broad term that refers to the final testing of a completed system to ensure that all the parts of the system work together. Some of these parts include trackway, overhead contact system, signals, substations, structures, platforms, etc. The Eastside Loop Project had some unique parts including interconnecting with the existing light rail system for power at two locations, crossing the hundred year old bascule span Broadway Bridge, a new structure built over a Class I railroad double track mainline, and a new signal system tied into track switches. To accommodate the double leaf lift span of the Broadway Bridge, the overhead contact system was designed and built to disconnect and move out of the way of the lift spans. It was crucial to ensure this one-of-a-kind system worked flawlessly with the operation of the bridge. This required working closely with the bridge owner and operator, Multnomah County. The contractor was responsible for the testing of all these parts individually. It was Kirk's responsibility to oversee the testing of all the parts together as a system.

The construction specifications were not written with a clear scope for integrated testing, so Kirk began by creating the Integrated Testing Plan. Kirk ran regular meetings with the contractor, owner's team, Streetcar Operations, Multnomah Country and TriMet (transit authority involved in Streetcar maintenance). These meetings discussed testing requirements, construction progress and testing schedule. Coordinating the testing was a challenge due to the substation supplier being based on the east coast and the signal and switch supplier being based in Germany. There was also a tight schedule for testing to be complete. The Federal Transit Administration (FTA) was closely tracking the progress and the logic behind the plan that Kirk laid out. Kirk met with FTA officials several time to discuss the Integrated Testing Plan and testing progress. In the end, the FTA was very satisfied with our testing procedure and the entire system was successfully tested on time.

Sonoma Marin Area Rail Transit (SMART) Commuter Rail Project (June 2013 – August 2013)

The SMART Commuter Rail Project is a 46 mile upgrade of an existing freight rail corridor to Class 5 passenger rail from Santa Rosa, CA to San Rafael, CA. This project includes construction of new park and rides, station areas, bridge replacement and full rail and tie replacement. Kirk worked as a consultant to the Owner, SMART.

- **Project Consultant**. Kirk spent time on this project preparing the documents for the final round of construction bidding known as the Best and Final Offer (BAFO) from pre-qualified bidders. This included drafting and reviewing BAFO documents for consistency, constructability and clarity. Kirk also managed the request for information process for questions generated by the bidders regarding the BAFO documents.

  Kirk also developed a new business process for SMART for their Capital Project Implementation Program. SMART is a new agency and they did not have an established process for implementing and administering a project. Kirk prepared the process framework and presented it to senior staff members including the General Manager and the Chief Financial Officer. Kirk also worked with the head of the technology department to build out the business process electronically on the Microsoft SharePoint platform, an application that SMART had bought and launched, but was not using at the time. This build will allow SMART to manage all document controls electronically, including all incoming and outgoing correspondence and packages, in a manner that meets all standard document control requirements for a publically funded project.

  In addition, Kirk identified early action items for the construction phase of the project, most importantly utility relocation. Kirk drafted the Utility Relocation Plan and established the tracking process for identifying and closing out potential project conflicts.

Potestio Studio (November 2013 – April 2015)

Potestio Studio is an architectural design firm based in Portland, OR. The firm works the design and development of institutional, muti-family housing and single family housing projects.

- **Business Management Consultant / Project Manager**. Kirk worked with the firm's owner to develop business processes and project implementation framework to allow the firm to grow and become more profitable. Some of these processes include an invoice generating and tracking system, preparation of contract and proposal templates, staffing recommendations and establishing a paperless documentation plan and infrastructure. Kirk also coordinated the expansion of the firm's marketing effort including leading the building and launching of the firm's website.
  In addition, Kirk took on Project Management duties for several projects. These included design coordination with engineering, drafting and client. It also included preparation of drawings and documents required for the permitting stage including site plans, stormwater management analysis and code compliance studies.
  In the time that Kirk has worked with Potestio Studio, the firm has quadrupled their business.

Tool Tech LLC (March 2015 – Present)

Tool Tech is a commercial contractor that builds and maintains cellular and broadcast sites in Washington and Oregon. The firm works for multiple cellular carriers including Verizon Wireless, US Cellular, and Sprint. Tool Tech is young, small firm and Kirk was tasked with creating processes that would allow the firm to grow and meet the ever changing and growing demands of the industry.

- **Standard Procedures Development and Implementation**

  Office Manager Position - Soon after Kirk was brought on board, the company's Office Manager announced that they were leaving due to a relocation. Kirk trained with the Office Manager and took over the position. Kirk streamlined and refined the processes that were in place and developed a standard operating procedure for the position going forward. Kirk worked with the managing partner to hire an Office Manager and was responsible for training the new Office Manager.

  Project Data Collection and Closeout Procedure – Kirk developed and implemented standards for the crews to collect project data in the field. Kirk also developed the standards for compiling this data into a closeout package that met each of the Client's requirements.

  Warehouse Inventory Tracking – Kirk developed a process for tracking Client provided equipment from the time it is received at the warehouse until it is installed. This also included tracking and returning old equipment removed from sites.

  Equipment Maintenance Tracking – Kirk developed a system for tracking the maintenance of vehicles and equipment. This system allows the warehouse manager to easily track the maintenance needs of all the vehicles and equipment based on continuously updated mileage and operating hours.

Cashflow Analysis and Management – Kirk was tasked with continuously monitoring the company's cashflow and supplementing, when needed, with a line of credit that had been set up to factor loans against existing invoices. Kirk continues to due a weekly cashflow analysis which is shared with the company owners

- ## Project Management Responsibilities

Tower Structural Modification Project Management – With the adopting of a new design standards, many existing towers are required to be structurally upgraded. Kirk developed a method of managing the structural modification of existing towers that allowed him to be involved in the project during construction, inspecting material and construction methods, collecting data and documenting any design changes. Once the project is complete, Kirk prepares a detailed third-party Modification Inspection Report required by the design documents and many of the jurisdictions that issue the building permits. Prior to Kirk's involvement, these inspections were done by a firm hired once construction was complete. Tool Tech was required to provide a vast amount of documentation to the inspection firm and pay them to perform a site visit. In most cases, the documentation was missing and the field visits resulted in rework needed. Many projects were never closed out due to missing data or disagreements with the inspection firms over items they identified. Having Kirk involved in the construction has allowed the mistakes to be identified and corrected during construction and virtually eliminated revisits. Tool Tech's Clients approved and encouraged the approach understanding that they were getting a better product and projects were being closed out more quickly and efficiently.

Project Management – In addition to the process improvement and development work, Kirk also serves as the Project Manager on Tool Tech's larger project. In this role, Kirk manages schedule, contractor furnished materials, Client communication, Landlord issues, subcontractor hiring and coordination and building permit requirement adherence.

During his time working at the firm, Tool Tech has increased their gross revenue by over 100%.

Oregon Community Wind, Inc. (March 2009 – April 2017)

Oregon Community Wind is a community wind development company based in Portland, Oregon. The firm is committed to developing renewable wind energy generation facilities (wind farms) that harvest nature's power in an environmentally responsible manner that benefits the local community and economy.

- **Managing Partner, CEO**. Kirk worked as the managing partner of Oregon Community Wind since its inception in 2009 until 2017. In this role, Kirk has managed several projects including a 10-MW development project in southern Oregon. Some of Kirk's responsibilities include grant writing, lease negotiations, construction contract writing and negotiation, project site identification, environmental impact reports and proposal writing. Kirk manages the workload and delegates work to the other firm partners as necessary. Kirk has also been active in promoting wind energy working with groups such as Environment Oregon and Oregonians for Renewable Energy to steer public policy.

  Kirk's experience and knowledge has led him to be requested as an expert presenter / instructor for many panel discussions, conferences and workshops on renewable energy including:
  - Lane County Community College's Renewable Energy Feasibility Workshop
  - Clean Energy States Alliance 2012 Spring Conference
  - Kid Wind Instructor
  - Oregon Department of Energy Renewable Energy Workshop Instructor
  - Portland Business Alliance Leadership Portland
  - Northwest Sustainable Energy for Economic Development (NW SEED)
  - Northwest Community Wind Working Group

pdXplore: Designing Portland (January 2008 – August 2008)

Public exhibit sponsored by Pacific Northwest College of Art (PNCA) in which five local members of the architecture and design community explore ideas about how Portland will grow and change in the years ahead. Kirk worked for architect Richard Potestio for this project.

- **Civil Engineer**. Portland architect Richard Potestio requested Kirk's expertise to help with developing conceptual transportation solutions for a growing Portland. Kirk worked with Rick to develop concepts that would improve the functionality of two major intersections by incorporating a European style roundabout. This involved developing drawings in AutoCAD and evaluating pedestrian, bicycle and vehicle movements. The exhibit was on display at PNCA for several weeks during which time there was a public debate that included Metro's President and the Mayor of Portland to discuss the solutions presented in the exhibit.