ID	Task Name	Duration	Start	Finish	F
1	***Additional Transit Capacity and Service**	1 day	Fri 10/3/03	Fri 10/3/03	
2	- Light rail loop system, including feeder buses, and new and expanded park and ride lots, should be established in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03	
3	In the interim, bi-state transit needs will continue to be served by express bus.	1 day	Fri 10/3/03	Fri 10/3/03	
4	- The light rail loop system should provide transit mobility, both within Clark County and between Washington and Oregon, in the	1 day	Fri 10/3/03	Fri 10/3/03	
5	I-5 and I-205 Corridors.	1 day	Fri 10/3/03	Fri 10/3/03	
6	- The light rail loop system may be constructed in phases.	1 day	Fri 10/3/03	Fri 10/3/03	
7	- Peak-hour, premium bus service in the I-5 and I-205 Corridors to markets not well served by light rail may be provided as a	1 day	Fri 10/3/03	Fri 10/3/03	
8	supplemental service toi light rail.	1 day	Fri 10/3/03	Fri 10/3/03	
9	- Transit service in the Corridor should be increased over the next 20 years as planned in the Metro and RTC 20-year	1 day	Fri 10/3/03	Fri 10/3/03	
10	transportation plans.	1 day	Fri 10/3/03	Fri 10/3/03	
11					
12	***Additional Freeway Capacity**	1 day	Fri 10/3/03	Fri 10/3/03	
13	- I-5 should be widened to 3-lanes in each direction between a)Delta Park and Lombard and b)99th St. and I-205 in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03	
14	- The Delta Park to Lombard project should go to construction as quickly as possible.	1 day	Fri 10/3/03	Fri 10/3/03	
15	- The transportation issues south of the I-5/Fremont Bridge junction must be addressed and solved. The Mayor of Portland, the	1 day	Fri 10/3/03	Fri 10/3/03	
16	Governor of the State of Oregon, and JPACT should join together to appoint a group of public and private sector stakeholders to	1 day	Fri 10/3/03	Fri 10/3/03	
17	study and make recommendations for long-term transportation solutions for the entire I-5/I-405 freeway loop.	1 day	Fri 10/3/03	Fri 10/3/03	
18	- The Task Force recommends the I-5 freeway between the Fremont Bridge in Portland and the I-205 interchange in Vancouver be	1 day	Fri 10/3/03	Fri 10/3/03	
19	a maximum of 3 through lanes in each direction.	1 day	Fri 10/3/03	Fri 10/3/03	
20	- Further exploration of HOV in the EIS is required to optimize the design of the system and to determine its overall effectiveness.	1 day	Fri 10/3/03	Fri 10/3/03	
21	- One of the 3 through lanes should be designated for use as a high occupancy vehicle (HOV) lane during the peak period, in the	1 day	Fri 10/3/03	Fri 10/3/03	
22	peak direction. Further exploration is required in the environmental impact statement to optimize its design, particularly with the	1 day	Fri 10/3/03	Fri 10/3/03	
23	Bridge Influence Area; and to determine its overall effectiveness in meeting the Regional objectives for the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
24	- The Columbia Blvd. Interchange in Oregon should be made into a full interchange (add ramps for southbound traffic to exit at	1 day	Fri 10/3/03	Fri 10/3/03	
25	Columbia Blvd. And for northbound traffic to enter the freeway from Columbia Blvd.).	1 day	Fri 10/3/03	Fri 10/3/03	
26	- Both the Delta Park to lombard project and the Columbia Blvd. Interchange project should be considered for design at the same	1 day	Fri 10/3/03	Fri 10/3/03	
27	time. As part of this design effort, there needs to be a phasing and financing plan, with the recognition that the Delta Park project	1 day	Fri 10/3/03	Fri 10/3/03	
28	is the first priority.	1 day	Fri 10/3/03	Fri 10/3/03	
29					
30	***Bridge and Bridge Influence Area**	1 day	Fri 10/3/03	Fri 10/3/03	
31	- New transit and vehicle capacity should be constructed across the Columbia River in the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
32	- For vehicles, there should be 3 through lanes (and not more than 3) in each direction and up to two auxiliary and/or arterial	1 day	Fri 10/3/03	Fri 10/3/03	
33	lanes in each direction across the Columbia River (total 5 lanes in each direction). For transit, there should be two light rail tracks	1 day	Fri 10/3/03	Fri 10/3/03	
34	across the Columbia River in the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
35	- In the Bridge Influence Area, SR 500 to Columbia Blvd., the freeway needs to be designed to balance all of the on and off traffic,	1 day	Fri 10/3/03	Fri 10/3/03	
36	consistent with 3 through lane Corridor capacity and up to 5 lanes of bridge capacity, in each direction.	1 day	Fri 10/3/03	Fri 10/3/03	
37	- In adding river-crossing capacity and making improvements in the Bridge Influence Area, every effort should be made to: A)	1 day	Fri 10/3/03	Fri 10/3/03	
38	avoid displacements and enroachments, and B) minimize the highway footprint in the Corridor, and C) minmize use of the freeway	1 day	Fri 10/3/03	Fri 10/3/03	
39	for local trips.	1 day	Fri 10/3/03	Fri 10/3/03	
40	- The propsed design should include safety considerations.	1 day	Fri 10/3/03	Fri 10/3/03	
41	- As a first step towards making improvements, the bi-state region should undertake an Environmental Impact Study for a new	1 day	Fri 10/3/03	Fri 10/3/03	
42	river crossing and potential improvements in the Bridge Influence Area.	1 day	Fri 10/3/03	Fri 10/3/03	
43	- In the EIS, the following BIA elements should be studied: 8 or 10 lane freeway concepts; replacement or supplemental bridge; joint	1 day	Fri 10/3/03	Fri 10/3/03	
44	use or non-joint use freeway/lrt bridge; 8-lane freway with joint lrt/2-lane arterial; and HOV throughout the I-5 corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
45	- Evaluate whether or not a 6-lane freeway plus two 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of	1 day	Fri 10/3/03	Fri 10/3/03	

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ID	Task Name	Duration	Start	Finish	F
46	the railroad bridge, is a viable alternative for consideration in the EIS.	1 day	Fri 10/3/03	Fri 10/3/03	
47	- Special consideration needs to be given to the architectual aesthetics of any new structures to be built, particularly any new	1 day	Fri 10/3/03	Fri 10/3/03	
48	bridge structures.	1 day	Fri 10/3/03	Fri 10/3/03	
49					
50	***Additional Rail Capacity*	1 day	Fri 10/3/03	Fri 10/3/03	
51					
52					
53					
54	***Land Use and Land Use Accord*	1 day	Fri 10/3/03	Fri 10/3/03	
55					
56					
57					
58	***Transportation Demand/System Management*	1 day	Fri 10/3/03	Fri 10/3/03	
59					
60					
61					
62	***Environmental Justice*	1 day	Fri 10/3/03	Fri 10/3/03	
63					
64					
65					
66	***Financing Options*	1 day	Fri 10/3/03	Fri 10/3/03	
67					
68					
69					
70	*Pre-EIS*	1 day	Fri 10/3/03	Fri 10/3/03	
71					
72					
73					
74	*EIS*	1 day	Fri 10/3/03	Fri 10/3/03	
75					
76					
77					
78	*Public/Private Initiative*	1 day	Fri 10/3/03	Fri 10/3/03	

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ID	Task Name	Duration	Start	Finish	F
1	**1.0 Project Management*** **	0 days	Thu 9/30/04	Thu 9/30/04	
2	1.1 Prepare overall work plan including statement of work for technical analyses and delivery schedule	20 days	Mon 11/3/03	Fri 11/28/03	
3	1.2 Prepare technical statement of works for other consultants	25 days	Mon 12/1/03	Fri 1/2/04	
4	1.3 Interview and select consultants to perform technical work tasks	20 days	Mon 1/5/04	Fri 1/30/04	
5	1.4 Facilitate technical groups to discuss technical analyses	0 days	Fri 10/3/03	Fri 10/3/03	1
6	1.5 Provide verbal/written presentations to Bi-State Committee, local agency and jurisdiction staff	0 days	Mon 10/13/03	Mon 10/13/03	
7	1.6 Meet regularly with Working Group	0 days	Thu 9/30/04	Thu 9/30/04	
8	1.7 Prepare memoranda with recommendations that integrate findings by other consultants	0 days	Mon 12/15/03	Mon 12/15/03	
9	1.8 Prepare monthly progress reports	0 days	Fri 10/3/03	Fri 10/3/03	1
10	**2.0 Project Scoping and Refinement**	0 days	Fri 10/3/03	Fri 10/3/03	
11	2.1 Define Purpose and Need	1 day	Fri 10/3/03	Fri 10/3/03	
12	2.2 Review Freight Study and I-5 Final Strategic Plan recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
13	2.3 Refine conceptual engineering including development of 3D perspectives	1 day	Fri 10/3/03	Fri 10/3/03	
14	2.4 Revise estimated schedules	1 day	Fri 10/3/03	Fri 10/3/03	
15	2.5 Revise estimated costs	1 day	Fri 10/3/03	Fri 10/3/03	
16	2.6 Prepare specific project descriptions, benefits and risks	1 day	Fri 10/3/03	Fri 10/3/03	
17	2.7 Conduct CEVP analysis	1 day	Fri 10/3/03	Fri 10/3/03	
18	2.8 Determine "null" project for PPI analysis	1 day	Fri 10/3/03	Fri 10/3/03	
19	2.9 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
20	**3.0 Funding Options and Financial Feasibility*** **	0 days	Fri 10/3/03	Fri 10/3/03	
21	3.1 Develop list of federal, state and local funding sources for constructing new project	1 day	Fri 10/3/03	Fri 10/3/03	
22	3.2 Evaluate sources in terms of applicability, funding capacity and likelihood of acceptance	1 day	Fri 10/3/03	Fri 10/3/03	
23	3.3 Estimate potential tolling revenues based on preferred tolling option(s)	1 day	Fri 10/3/03	Fri 10/3/03	
24	3.4 Prepare funding plan options, including debt service requirements	1 day	Fri 10/3/03	Fri 10/3/03	
25	3.5 Prepare preliminary estimates of financial feasibility of constructing project	1 day	Fri 10/3/03	Fri 10/3/03	
26	3.6 Prepare preliminary estimates of financial feasibility of operating and maintaining project	1 day	Fri 10/3/03	Fri 10/3/03	
27	**4.0 Tolling Options and Traffic Analyses*** **	0 days	Fri 10/3/03	Fri 10/3/03	
28	4.1 Conduct preliminary research on tolling options and experience in other areas	1 day	Fri 10/3/03	Fri 10/3/03	
29	4.2 Develop a list of tolling options for interstate bridges and time of day pricing	1 day	Fri 10/3/03	Fri 10/3/03	
30	4.3 Evaluate tolling options if I-5 only and I-5 and I-205 are tolled	1 day	Fri 10/3/03	Fri 10/3/03	
31	4.4 Estimate traffic diversion to I-205 from tolling I-5 alone	1 day	Fri 10/3/03	Fri 10/3/03	
32	4.5 Prepare estimates of tolling revenue and sensitivity to differing assumptions	1 day	Fri 10/3/03	Fri 10/3/03	
33	4.6 Assess impact of tolling on freight movement	1 day	Fri 10/3/03	Fri 10/3/03	
34	4.7 Prepare preliminary development/construction timeline	1 day	Fri 10/3/03	Fri 10/3/03	
35	**5.0 Legal and Bi-state Organizational Requirements*** **	0 days	Fri 10/3/03	Fri 10/3/03	
36	5.1 Analyze options for organizational frameworks and legal parameters	1 day	Fri 10/3/03	Fri 10/3/03	
37	5.2 Assess need for new statutes establishing broader multi-modal trade corridor	1 day	Fri 10/3/03	Fri 10/3/03	
38	5.3 Assess current requirements regarding tolling on interstate highways and bridges	1 day	Fri 10/3/03	Fri 10/3/03	
39	5.4 Identify issues in Washington/Oregon law affecting funding, constructing and operating I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03	
40	5.5 Identify coordination requirements for DOT's to insure consistent management approach	1 day	Fri 10/3/03	Fri 10/3/03	
41	5.6 Review Bi-state Compact requirements and evaluate merits for a bridge project	1 day	Fri 10/3/03	Fri 10/3/03	
42	5.7 Analyze I-5 bridge-only project and potential legal and regulatory difficulties of a broader proposal	1 day	Fri 10/3/03	Fri 10/3/03	
43	5.8 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
44	**6.0 EIS Scope and Methodology**	0 days	Fri 10/3/03	Fri 10/3/03	
45	6.1 Evaluate alternate approaches for structuring and managing bi-state environmental work including:	1 day	Fri 10/3/03	Fri 10/3/03	

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ID	Task Name	Duration	Start	Finish	F
46	6.1.1 Identify required environmental permits and potential concurrent review processes	1 day	Fri 10/3/03	Fri 10/3/03	
47	6.1.2 Costs, timelines, political and legal risks and pros and cons of various approaches	1 day	Fri 10/3/03	Fri 10/3/03	
48	6.1.3 Need for context sensitive design, environmental justice, federal and state agency support	1 day	Fri 10/3/03	Fri 10/3/03	
49	6.1.4 Identify, organize, conduct needed outreach activities to insure EIS implementation	1 day	Fri 10/3/03	Fri 10/3/03	
50	6.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
51	**7.0 Preliminary Investigations for EIS**	0 days	Fri 10/3/03	Fri 10/3/03	
52	7.1 Conduct the following preliminary EIS investigations including but not limited to:	1 day	Fri 10/3/03	Fri 10/3/03	
53	7.1.1 Subarea land use/transportation planning	1 day	Fri 10/3/03	Fri 10/3/03	
54	7.1.2 Air quality and other environmental analysis	1 day	Fri 10/3/03	Fri 10/3/03	
55	7.1.3 Supplemental traffic or freight analysis	1 day	Fri 10/3/03	Fri 10/3/03	
56	7.1.4 Analysis of performance of I-205 using new traffic projections assuming diversion from tolled I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03	
57	7.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
58	**8.0 Communication Plan**	0 days	Fri 10/3/03	Fri 10/3/03	
59	8.1 Prepare public information, community outreach and media plan including (e.g.):	1 day	Fri 10/3/03	Fri 10/3/03	
60	8.1.1 Web site updates and surveys	1 day	Fri 10/3/03	Fri 10/3/03	
61	8.1.2 Community work groups	1 day	Fri 10/3/03	Fri 10/3/03	
62	8.1.3 Speakers bureau	1 day	Fri 10/3/03	Fri 10/3/03	
63	8.1.4 Open Houses	1 day	Fri 10/3/03	Fri 10/3/03	
64	8.1.5 Community mailings	1 day	Fri 10/3/03	Fri 10/3/03	
65	8.1.6 Community events	1 day	Fri 10/3/03	Fri 10/3/03	
66	8.1.7 Staffing requirements	1 day	Fri 10/3/03	Fri 10/3/03	
67					
68	11/03/03	0 days	Fri 10/3/03	Fri 10/3/03	1
69	***Geoff Larkin Group	0 days	Fri 10/3/03	Fri 10/3/03	1
70	**NEXT STEPS AND IMPLEMENTATION: EIS and Design Scope of Work**	1 day	Fri 10/3/03	Fri 10/3/03	
71	**Project Management**	1 day	Fri 10/3/03	Fri 10/3/03	
72	Scope/Schedule/Budget	1 day	Fri 10/3/03	Fri 10/3/03	
73	Establish bi-state project team	1 day	Fri 10/3/03	Fri 10/3/03	
74	- organize team	1 day	Fri 10/3/03	Fri 10/3/03	
75	- organization chart	1 day	Fri 10/3/03	Fri 10/3/03	
76	- staffing	1 day	Fri 10/3/03	Fri 10/3/03	
77	-select consultants from ODOT on-call list	1 day	Fri 10/3/03	Fri 10/3/03	
78	- request for qualifications for WSDOT on-call consultant list	1 day	Fri 10/3/03	Fri 10/3/03	
79	-co-location	1 day	Fri 10/3/03	Fri 10/3/03	
80	Program Controls	1 day	Fri 10/3/03	Fri 10/3/03	
81	-develop work breakdown structure (WBS)	1 day	Fri 10/3/03	Fri 10/3/03	
82					
83					
84	**TECHNICAL**	1 day	Fri 10/3/03	Fri 10/3/03	
85	***Additional Transit Capacity and Service**	1 day	Fri 10/3/03	Fri 10/3/03	
86	- Light rail loop system, including feeder buses, and new and expanded park and ride lots, should be established in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03	
87	In the interim, bi-state transit needs will continue to be served by express bus.	1 day	Fri 10/3/03	Fri 10/3/03	
88	- The light rail loop system should provide transit mobility, both within Clark County and between Washington and Oregon, in the	1 day	Fri 10/3/03	Fri 10/3/03	
89	I-5 and I-205 Corridors.	1 day	Fri 10/3/03	Fri 10/3/03	
90	- The light rail loop system may be constructed in phases.	1 day	Fri 10/3/03	Fri 10/3/03	

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91	- Peak-hour, premium bus service in the I-5 and I-205 Corridors to markets not well served by light rail may be provided as a	1 day	Fri 10/3/03	Fri 10/3/03	
92	supplemental service toi light rail.	1 day	Fri 10/3/03	Fri 10/3/03	
93	- Transit service in the Corridor should be increased over the next 20 years as planned in the Metro and RTC 20-year	1 day	Fri 10/3/03	Fri 10/3/03	
94	transportation plans.	1 day	Fri 10/3/03	Fri 10/3/03	
95					
96	***Additional Freeway Capacity**	1 day	Fri 10/3/03	Fri 10/3/03	
97	- I-5 should be widened to 3-lanes in each direction between a)Delta Park and Lombard and b)99th St. and I-205 in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03	
98	- The Delta Park to Lombard project should go to construction as quickly as possible.	1 day	Fri 10/3/03	Fri 10/3/03	
99	- The transportation issues south of the I-5/Fremont Bridge junction must be addressed and solved. The Mayor of Portland, the	1 day	Fri 10/3/03	Fri 10/3/03	
100	Governor of the State of Oregon, and JPACT should join together to appoint a group of public and private sector stakeholders to	1 day	Fri 10/3/03	Fri 10/3/03	
101	study and make recommendations for long-term transportation solutions for the entire I-5/I-405 freeway loop.	1 day	Fri 10/3/03	Fri 10/3/03	
102	- The Task Force recommends the I-5 freeway between the Fremont Bridge in Portland and the I-205 interchange in Vancouver be	1 day	Fri 10/3/03	Fri 10/3/03	
103	a maximum of 3 through lanes in each direction.	1 day	Fri 10/3/03	Fri 10/3/03	
104	- Further exploration of HOV in the EIS is required to optimize the design of the system and to determine its overall effectiveness.	1 day	Fri 10/3/03	Fri 10/3/03	
105	- One of the 3 through lanes should be designated for use as a high occupancy vehicle (HOV) lane during the peak period, in the	1 day	Fri 10/3/03	Fri 10/3/03	
106	peak direction. Further exploration is required in the environmental impact statement to optimize its design, particularly with the	1 day	Fri 10/3/03	Fri 10/3/03	
107	Bridge Influence Area; and to determine its overall effectiveness in meeting the Regional objectives for the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
108	- The Columbia Blvd. Interchange in Oregon should be made into a full interchange (add ramps for southbound traffic to exit at	1 day	Fri 10/3/03	Fri 10/3/03	
109	Columbia Blvd. And for northbound traffic to enter the freeway from Columbia Blvd.).	1 day	Fri 10/3/03	Fri 10/3/03	
110	- Both the Delta Park to lombard project and the Columbia Blvd. Interchange project should be considered for design at the same	1 day	Fri 10/3/03	Fri 10/3/03	
111	time. As part of this design effort, there needs to be a phasing and financing plan, with the recognition that the Delta Park project	1 day	Fri 10/3/03	Fri 10/3/03	
112	is the first priority.	1 day	Fri 10/3/03	Fri 10/3/03	
113					
114	***Bridge and Bridge Influence Area**	1 day	Fri 10/3/03	Fri 10/3/03	
115	- New transit and vehicle capacity should be constructed across the Columbia River in the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
116	- For vehicles, there should be 3 through lanes (and not more than 3) in each direction and up to two auxiliary and/or arterial	1 day	Fri 10/3/03	Fri 10/3/03	
117	lanes in each direction across the Columbia River (total 5 lanes in each direction). For transit, there should be two light rail tracks	1 day	Fri 10/3/03	Fri 10/3/03	
118	across the Columbia River in the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
119	- In the Bridge Influence Area, SR 500 to Columbia Blvd., the freeway needs to be designed to balance all of the on and off traffic,	1 day	Fri 10/3/03	Fri 10/3/03	
120	consistent with 3 through lane Corridor capacity and up to 5 lanes of bridge capacity, in each direction.	1 day	Fri 10/3/03	Fri 10/3/03	
121	- In adding river-crossing capacity and making improvements in the Bridge Influence Area, every effort should be made to: A)	1 day	Fri 10/3/03	Fri 10/3/03	
122	avoid displacements and enroachments, and B) minimize the highway footprint in the Corridor, and C) minmize use of the freeway	1 day	Fri 10/3/03	Fri 10/3/03	
123	for local trips.	1 day	Fri 10/3/03	Fri 10/3/03	
124	- The propsed design should include safety considerations.	1 day	Fri 10/3/03	Fri 10/3/03	
125	- As a first step towards making improvements, the bi-state region should undertake an Environmental Impact Study for a new	1 day	Fri 10/3/03	Fri 10/3/03	
126	river crossing and potential improvements in the Bridge Influence Area.	1 day	Fri 10/3/03	Fri 10/3/03	
127	- In the EIS, the following BIA elements should be studied: 8 or 10 lane freeway concepts; replacement or supplemental bridge; joint	1 day	Fri 10/3/03	Fri 10/3/03	
128	use or non-joint use freeway/lrt bridge; 8-lane freway with joint lrt/2-lane arterial; and HOV throughout the I-5 corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
129	- Evaluate whether or not a 6-lane freeway plus two 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of	1 day	Fri 10/3/03	Fri 10/3/03	
130	the railroad bridge, is a viable alternative for consideration in the EIS.	1 day	Fri 10/3/03	Fri 10/3/03	
131	- Special consideration needs to be given to the architectual aesthetics of any new structures to be built, particularly any new	1 day	Fri 10/3/03	Fri 10/3/03	
132	bridge structures.	1 day	Fri 10/3/03	Fri 10/3/03	
133					
134	***Additional Rail Capacity**	1 day	Fri 10/3/03	Fri 10/3/03	
135					

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136					
137					
138	***Land Use and Land Use Accord***	1 day	Fri 10/3/03	Fri 10/3/03	
139					
140					
141					
142	***Transportation Demand/System Management***	1 day	Fri 10/3/03	Fri 10/3/03	
143					
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146	***Environmental Justice***	1 day	Fri 10/3/03	Fri 10/3/03	
147					
148					
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150	***Financing Options***	1 day	Fri 10/3/03	Fri 10/3/03	
151					
152					
153					
154	***Pre-EIS***	1 day	Fri 10/3/03	Fri 10/3/03	
155					
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157					
158	***EIS***	1 day	Fri 10/3/03	Fri 10/3/03	
159					
160					
161					
162	***Public/Private Initiative***	1 day	Fri 10/3/03	Fri 10/3/03	
163					
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166					
167	*Community*	1 day	Fri 10/3/03	Fri 10/3/03	
168	Establish Executive Committee to review and refine project.	1 day	Fri 10/3/03	Fri 10/3/03	
169	Develop screening criteria for evaluating I-5 bridge recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
170	*The bi-state region should undertake an Environmental Impact Study for a new river crossing and potential improvements in	1 day	Fri 10/3/03	Fri 10/3/03	
171	the Bridge Influence Area. That study and the implementation of these recommendations should be guided by the Task Force's	1 day	Fri 10/3/03	Fri 10/3/03	
172	Problem Vision and Values Statement.	1 day	Fri 10/3/03	Fri 10/3/03	
173	*EIS*	1 day	Fri 10/3/03	Fri 10/3/03	
174	*In the EIS, the following BIA elements should be studied:	1 day	Fri 10/3/03	Fri 10/3/03	
175	- 8 or 10 lane freeway concepts;	1 day	Fri 10/3/03	Fri 10/3/03	
176	- Replacement or Supplemental Bridge;	1 day	Fri 10/3/03	Fri 10/3/03	
177	- Joint use or non-joint use Freeway/LRT Bridge;	1 day	Fri 10/3/03	Fri 10/3/03	
178	- 8-lane freeway with joint LRT/2-lane arterial; and	1 day	Fri 10/3/03	Fri 10/3/03	
179	- HOV throughout the I-5 Corridor	1 day	Fri 10/3/03	Fri 10/3/03	
180	- 6-lane freeway plus 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of the railroad bridge	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
Date: Mon 11/24/03

Task — Summary — Rolled Up Progress
Split — Rolled Up Task — External Tasks
Progress — Rolled Up Split — Project Summary
Milestone — Rolled Up Milestone

ID	Task Name	Duration	Start	Finish	F
181	*TDM/TSM*	1 day	Fri 10/3/03	Fri 10/3/03	
182	*Bi-State Coordination Committee should proceed with all deliberate speed to:	1 day	Fri 10/3/03	Fri 10/3/03	
183	- Form the TDM/TSM Forum and begin its work on the I-5 TDM/TSM Corridor Plan;	1 day	Fri 10/3/03	Fri 10/3/03	
184	- Begin discussion and planning for investing more in the I-5 Corridor, including focused TDM/TSM actions that can be taken now, and	1 day	Fri 10/3/03	Fri 10/3/03	
185	- Form the Rail Forum and begin its work.	1 day	Fri 10/3/03	Fri 10/3/03	
186					
187	**Financial**	1 day	Fri 10/3/03	Fri 10/3/03	
188	*Parallel to the EIS process a plan for funding the highway and transit capital expenditures should be developed.	1 day	Fri 10/3/03	Fri 10/3/03	
189					
190	*Public Private Initiatives*	1 day	Fri 10/3/03	Fri 10/3/03	
191					
192					
193	**Community**	1 day	Fri 10/3/03	Fri 10/3/03	
194	*Environmental Justice*	1 day	Fri 10/3/03	Fri 10/3/03	
195	*A community enhancement fund for use in the impacted areas in the I-5 Corridor in Oregon and Washington should be established.	1 day	Fri 10/3/03	Fri 10/3/03	
196	Such a fund would be in addition to any impact mitigation costs identified through an environmental impact statement and would be	1 day	Fri 10/3/03	Fri 10/3/03	
197	modeled conceptually after the "1% for Arts" program, the I-405 Mitigation Fund and the St John's Landfill Mitigation Fund.	1 day	Fri 10/3/03	Fri 10/3/03	
198					
199	*A Public Involvement and Environmental Justice Working Groups should be formed at the beginning of the EIS. Working Group	1 day	Fri 10/3/03	Fri 10/3/03	
200	Members should include representatives from EJ communities along the corridor. The Public Involvment working group should	1 day	Fri 10/3/03	Fri 10/3/03	
201	address public outreach. The Environmental Justice working group membership should include liaisons to the Public Involvement	1 day	Fri 10/3/03	Fri 10/3/03	
202	working group to ensure community concerns are incorporated into the EIS and that adequate emphasis is placed on the potential	1 day	Fri 10/3/03	Fri 10/3/03	
203	impacts and benefits to low income and minority communities.	1 day	Fri 10/3/03	Fri 10/3/03	
204					
205	*Continued work should be done to complete a list of communities, organizations and agencies to outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03	
206	minority communites during the EIS process.	1 day	Fri 10/3/03	Fri 10/3/03	
207					
208	*ODOT and WSDOT, in cooperation with the potentially impacted communities, should develop a methodology and criteria to map	1 day	Fri 10/3/03	Fri 10/3/03	
209	low income and minority communities in areas potentially affected by the recommendations from the I-5 Partnership.	1 day	Fri 10/3/03	Fri 10/3/03	
210					
211	*A list of potential positive and negative community impacts were identified by the stakeholders and should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03	
212	process to be used as a beginning point to conduct further analysis on impacts.	1 day	Fri 10/3/03	Fri 10/3/03	
213					
214	*During the EIS process, special attention needs to be paid in conducting outreach to low-income and minority residents in the	1 day	Fri 10/3/03	Fri 10/3/03	
215	study area. Community stakeholders generated a list of outreach and involvement ideas. This list should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03	
216	process and used as the basis to develop a public outreach and involvement plan that includes outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03	
217	minority communities.	1 day	Fri 10/3/03	Fri 10/3/03	
218					
219					
220	**Office notes:**	1 day	Fri 10/3/03	Fri 10/3/03	
221	Designate PM responsibility (public or private PM with regional perspective on either side of the River) by task	1 day	Fri 10/3/03	Fri 10/3/03	
222	DOT's retain their stewarship responsibilities	1 day	Fri 10/3/03	Fri 10/3/03	
223	*indicates recommendations and work activities from the Final Strategic Plan - whether funded or not by current dollars.	1 day	Fri 10/3/03	Fri 10/3/03	
224	Hire environmental manager, landscape architect	1 day	Fri 10/3/03	Fri 10/3/03	
225	Develop screening criteria for crossing recommendations	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
Date: Mon 11/24/03

Task
Split
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External Tasks
Project Summary

ID	Task Name	Duration	Start	Finish	F
226	Message: safety; reliability;	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
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Task
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Rolled Up Split
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Rolled Up Progress
External Tasks
Project Summary

12-3-03

ID	Task Name	Duration	Start	Finish	F
1	**1.0 Project Management*** **	0 days	Thu 9/30/04	Thu 9/30/04	
2	1.1 Prepare overall work plan including statement of work for technical analyses and delivery schedule	20 days	Mon 11/3/03	Fri 11/28/03	
3	1.2 Prepare technical statement of works for other consultants	25 days	Mon 12/1/03	Fri 1/2/04	
4	1.3 Interview and select consultants to perform technical work tasks	20 days	Mon 1/5/04	Fri 1/30/04	
5	1.4 Facilitate technical groups to discuss technical analyses	0 days	Fri 10/3/03	Fri 10/3/03	10/
6	1.5 Provide verbal/written presentations to Bi-State Committee, local agency and jurisdiction staff	0 days	Mon 10/13/03	Mon 10/13/03	
7	1.6 Meet regularly with Working Group	0 days	Thu 9/30/04	Thu 9/30/04	
8	1.7 Prepare memoranda with recommendations that integrate findings by other consultants	0 days	Mon 12/15/03	Mon 12/15/03	
9	1.8 Prepare monthly progress reports	0 days	Fri 10/3/03	Fri 10/3/03	10/
10	**2.0 Project Scoping and Refinement**	0 days	Fri 10/3/03	Fri 10/3/03	10/
11	2.1 Define Purpose and Need	1 day	Fri 10/3/03	Fri 10/3/03	
12	2.2 Review Freight Study and I-5 Final Strategic Plan recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
13	2.3 Refine conceptual engineering including development of 3D perspectives	1 day	Fri 10/3/03	Fri 10/3/03	
14	2.4 Revise estimated schedules	1 day	Fri 10/3/03	Fri 10/3/03	
15	2.5 Revise estimated costs	1 day	Fri 10/3/03	Fri 10/3/03	
16	2.6 Prepare specific project descriptions, benefits and risks	1 day	Fri 10/3/03	Fri 10/3/03	
17	2.7 Conduct CEVP analysis	1 day	Fri 10/3/03	Fri 10/3/03	
18	2.8 Determine "null" project for PPI analysis	1 day	Fri 10/3/03	Fri 10/3/03	
19	2.9 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
20	**3.0 Funding Options and Financial Feasibility*** **	0 days	Fri 10/3/03	Fri 10/3/03	10/
21	3.1 Develop list of federal, state and local funding sources for constructing new project	1 day	Fri 10/3/03	Fri 10/3/03	
22	3.2 Evaluate sources in terms of applicability, funding capacity and likelihood of acceptance	1 day	Fri 10/3/03	Fri 10/3/03	
23	3.3 Estimate potential tolling revenues based on preferred tolling option(s)	1 day	Fri 10/3/03	Fri 10/3/03	
24	3.4 Prepare funding plan options, including debt service requirements	1 day	Fri 10/3/03	Fri 10/3/03	
25	3.5 Prepare preliminary estimates of financial feasibility of constructing project	1 day	Fri 10/3/03	Fri 10/3/03	
26	3.6 Prepare preliminary estimates of financial feasibility of operating and maintaining project	1 day	Fri 10/3/03	Fri 10/3/03	
27	**4.0 Tolling Options and Traffic Analyses*** **	0 days	Fri 10/3/03	Fri 10/3/03	10/
28	4.1 Conduct preliminary research on tolling options and experience in other areas	1 day	Fri 10/3/03	Fri 10/3/03	
29	4.2 Develop a list of tolling options for interstate bridges and time of day pricing	1 day	Fri 10/3/03	Fri 10/3/03	
30	4.3 Evaluate tolling options if I-5 only and I-5 and I-205 are tolled	1 day	Fri 10/3/03	Fri 10/3/03	
31	4.4 Estimate traffic diversion to I-205 from tolling I-5 alone	1 day	Fri 10/3/03	Fri 10/3/03	
32	4.5 Prepare estimates of tolling revenue and sensitivity to differing assumptions	1 day	Fri 10/3/03	Fri 10/3/03	
33	4.6 Assess impact of tolling on freight movement	1 day	Fri 10/3/03	Fri 10/3/03	
34	4.7 Prepare preliminary development/construction timeline	1 day	Fri 10/3/03	Fri 10/3/03	
35	**5.0 Legal and Bi-state Organizational Requirements*** **	0 days	Fri 10/3/03	Fri 10/3/03	10/
36	5.1 Analyze options for organizational frameworks and legal parameters	1 day	Fri 10/3/03	Fri 10/3/03	
37	5.2 Assess need for new statutes establishing broader multi-modal trade corridor	1 day	Fri 10/3/03	Fri 10/3/03	
38	5.3 Assess current requirements regarding tolling on interstate highways and bridges	1 day	Fri 10/3/03	Fri 10/3/03	
39	5.4 Identify issues in Washington/Oregon law affecting funding, constructing and operating I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03	
40	5.5 Identify coordination requirements for DOT's to insure consistent management approach	1 day	Fri 10/3/03	Fri 10/3/03	
41	5.6 Review Bi-state Compact requirements and evaluate merits for a bridge project	1 day	Fri 10/3/03	Fri 10/3/03	
42	5.7 Analyze I-5 bridge-only project and potential legal and regulatory difficulties of a broader proposal	1 day	Fri 10/3/03	Fri 10/3/03	
43	5.8 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
44	**6.0 EIS Scope and Methodology**	0 days	Fri 10/3/03	Fri 10/3/03	10/
45	6.1 Evaluate alternate approaches for structuring and managing bi-state environmental work including:	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
Date: Wed 12/3/03

Task — Summary — Rolled Up Progress
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ID	Task Name	Duration	Start	Finish	F
46	6.1.1 Identify required environmental permits and potential concurrent review processes	1 day	Fri 10/3/03	Fri 10/3/03	
47	6.1.2 Costs, timelines, political and legal risks and pros and cons of various approaches	1 day	Fri 10/3/03	Fri 10/3/03	
48	6.1.3 Need for context sensitive design, environmental justice, federal and state agency support	1 day	Fri 10/3/03	Fri 10/3/03	
49	6.1.4 Identify, organize, conduct needed outreach activities to insure EIS implementation	1 day	Fri 10/3/03	Fri 10/3/03	
50	6.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
51	**7.0 Preliminary Investigations for EIS**	0 days	Fri 10/3/03	Fri 10/3/03	10/
52	7.1 Conduct the following preliminary EIS investigations including but not limited to:	1 day	Fri 10/3/03	Fri 10/3/03	
53	7.1.1 Subarea land use/transportation planning	1 day	Fri 10/3/03	Fri 10/3/03	
54	7.1.2 Air quality and other environmental analysis	1 day	Fri 10/3/03	Fri 10/3/03	
55	7.1.3 Supplemental traffic or freight analysis	1 day	Fri 10/3/03	Fri 10/3/03	
56	7.1.4 Analysis of performance of I-205 using new traffic projections assuming diversion from tolled I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03	
57	7.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
58	**8.0 Communication Plan**	0 days	Fri 10/3/03	Fri 10/3/03	10/
59	8.1 Prepare public information, community outreach and media plan including (e.g.):	1 day	Fri 10/3/03	Fri 10/3/03	
60	8.1.1 Web site updates and surveys	1 day	Fri 10/3/03	Fri 10/3/03	
61	8.1.2 Community work groups	1 day	Fri 10/3/03	Fri 10/3/03	
62	8.1.3 Speakers bureau	1 day	Fri 10/3/03	Fri 10/3/03	
63	8.1.4 Open Houses	1 day	Fri 10/3/03	Fri 10/3/03	
64	8.1.5 Community mailings	1 day	Fri 10/3/03	Fri 10/3/03	
65	8.1.6 Community events	1 day	Fri 10/3/03	Fri 10/3/03	
66	8.1.7 Staffing requirements	1 day	Fri 10/3/03	Fri 10/3/03	
67					
68	11/03/03	0 days	Fri 10/3/03	Fri 10/3/03	10/3
69	***Geoff Larkin Group	0 days	Fri 10/3/03	Fri 10/3/03	10/3
70	**NEXT STEPS AND IMPLEMENTATION: EIS and Design Scope of Work**	1 day	Fri 10/3/03	Fri 10/3/03	
71	**Project Management**	1 day	Fri 10/3/03	Fri 10/3/03	
72	Scope/Schedule/Budget	1 day	Fri 10/3/03	Fri 10/3/03	
73	Establish bi-state project team	1 day	Fri 10/3/03	Fri 10/3/03	
74	- organize team	1 day	Fri 10/3/03	Fri 10/3/03	
75	- organization chart	1 day	Fri 10/3/03	Fri 10/3/03	
76	- staffing	1 day	Fri 10/3/03	Fri 10/3/03	
77	-select consultants from ODOT on-call list	1 day	Fri 10/3/03	Fri 10/3/03	
78	- request for qualifications for WSDOT on-call consultant list	1 day	Fri 10/3/03	Fri 10/3/03	
79	-co-location	1 day	Fri 10/3/03	Fri 10/3/03	
80	Program Controls	1 day	Fri 10/3/03	Fri 10/3/03	
81	-develop work breakdown structure (WBS)	1 day	Fri 10/3/03	Fri 10/3/03	
82					
83					
84	**TECHNICAL**	1 day	Fri 10/3/03	Fri 10/3/03	
85	***Additional Transit Capacity and Service**	1 day	Fri 10/3/03	Fri 10/3/03	
86	- Light rail loop system, including feeder buses, and new and expanded park and ride lots, should be established in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03	
87	In the interim, bi-state transit needs will continue to be served by express bus.	1 day	Fri 10/3/03	Fri 10/3/03	
88	- The light rail loop system should provide transit mobility, both within Clark County and between Washington and Oregon, in the	1 day	Fri 10/3/03	Fri 10/3/03	
89	I-5 and I-205 Corridors.	1 day	Fri 10/3/03	Fri 10/3/03	
90					

Project: CrossingProject1
Date: Wed 12/3/03

Task | Split | Progress | Milestone | Summary | Rolled Up Task | Rolled Up Split | Rolled Up Milestone | Rolled Up Progress | External Tasks | Project Summary

ID	Task Name	Duration	Start	Finish	F
91	***Additional Freeway Capacity**	1 day	Fri 10/3/03	Fri 10/3/03	
92	- The transportation issues south of the I-5/Fremont Bridge junction must be addressed and solved. The Mayor of Portland, the	1 day	Fri 10/3/03	Fri 10/3/03	
93	Governor of the State of Oregon, and JPACT should join together to appoint a group of public and private sector stakeholders to	1 day	Fri 10/3/03	Fri 10/3/03	
94	study and make recommendations for long-term transportation solutions for the entire I-5/I-405 freeway loop.	1 day	Fri 10/3/03	Fri 10/3/03	
95					
96	***Bridge and Bridge Influence Area**	1 day	Fri 10/3/03	Fri 10/3/03	
97	- In the EIS, the following BIA elements should be studied: 8 or 10 lane freeway concepts; replacement or supplemental bridge; joint	1 day	Fri 10/3/03	Fri 10/3/03	
98	use or non-joint use freeway/lrt bridge; 8-lane freeway with joint lrt/2-lane arterial; and HOV throughout the I-5 corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
99	- Evaluate whether or not a 6-lane freeway plus two 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of	1 day	Fri 10/3/03	Fri 10/3/03	
100	the railroad bridge, is a viable alternative for consideration in the EIS.	1 day	Fri 10/3/03	Fri 10/3/03	
101					
102	***Additional Rail Capacity**	1 day	Fri 10/3/03	Fri 10/3/03	
103	-Established Rail Forum to serve as an advisory group to the Bi-State Coordination Committee for the identification of needed rail	1 day	Fri 10/3/03	Fri 10/3/03	
104	capacity improvements, highway/rail grade separations, and Port access projects.	1 day	Fri 10/3/03	Fri 10/3/03	
105					
106	***Land Use and Land Use Accord**	1 day	Fri 10/3/03	Fri 10/3/03	
107	- To protect existing and new capacity and support economic development, RTC and Metro, along with other members of the	1 day	Fri 10/3/03	Fri 10/3/03	
108	current Bi-State Transportation Committee, should adopt and implement the Bi-State Coordination Accord.	1 day	Fri 10/3/03	Fri 10/3/03	
109					
110	***Transportation Demand/System Management**	1 day	Fri 10/3/03	Fri 10/3/03	
111	- ...the Region should maintain and strengthen the regional TDM and TSM programs on both sides of the river.	1 day	Fri 10/3/03	Fri 10/3/03	
112	- The regional partners should begin planning for TDM/TSM measures necessary during the construction of the I-5 Corridor	1 day	Fri 10/3/03	Fri 10/3/03	
113	improvements.	1 day	Fri 10/3/03	Fri 10/3/03	
114	- TDM and TSM strategies from the I-5 TDM/TSM Corridor Plan should be evaluated further in the environmental process for the	1 day	Fri 10/3/03	Fri 10/3/03	
115	I-5 Corridor improvements. The TDM/TSM strategies should be part of any final I-5 Corridor project.	1 day	Fri 10/3/03	Fri 10/3/03	
116					
117	***Environmental Justice**	1 day	Fri 10/3/03	Fri 10/3/03	
118	start here	1 day	Fri 10/3/03	Fri 10/3/03	
119					
120					
121	***Financing Options**	1 day	Fri 10/3/03	Fri 10/3/03	
122					
123					
124					
125	***DEFINE PROJECT PARAMETERS**	1 day	Fri 10/3/03	Fri 10/3/03	
126	- EIS methodology, schedule and budget	1 day	Fri 10/3/03	Fri 10/3/03	
127	- preliminary financial plan	1 day	Fri 10/3/03	Fri 10/3/03	
128	- public outreach requirements	1 day	Fri 10/3/03	Fri 10/3/03	
129	- other supportive planning and analytical work	1 day	Fri 10/3/03	Fri 10/3/03	
130					
131	***DETERMINE APPROPRIATENESS OF A BROADER PROJECT SCOPE**	1 day	Fri 10/3/03	Fri 10/3/03	
132	- toll generation estimates and sensitivity	1 day	Fri 10/3/03	Fri 10/3/03	
133	- traffic diversion	1 day	Fri 10/3/03	Fri 10/3/03	
134	- reconnaissance of other corridor deficiencies	1 day	Fri 10/3/03	Fri 10/3/03	
135					

Project: CrossingProject1
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Task
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Project Summary

ID	Task Name	Duration	Start	Finish	F
136	***SOLICITED OR UNSOLICITED PROPOSAL?***	1 day	Fri 10/3/03	Fri 10/3/03	
137	- Washington experience	1 day	Fri 10/3/03	Fri 10/3/03	
138	- If solicited, how broad of a project to propose? I-5 only? I-5 with tolling I-205? I-5 with tolling I-205 and additional projects?	1 day	Fri 10/3/03	Fri 10/3/03	
139	--- institutional structures	1 day	Fri 10/3/03	Fri 10/3/03	
140	--- financial parameters	1 day	Fri 10/3/03	Fri 10/3/03	
141	--- project life	1 day	Fri 10/3/03	Fri 10/3/03	
142	--- Who solicits the project? ODOT or WSDOT? Both concurrently?	1 day	Fri 10/3/03	Fri 10/3/03	
143	--- What level of participation is afforded regional governmental entities?	1 day	Fri 10/3/03	Fri 10/3/03	
144	--- How much public outreach is required prior to solicitation?	1 day	Fri 10/3/03	Fri 10/3/03	
145	--- What criteria should guide state thinking if competing one bridge and two bridge proposals are made?	1 day	Fri 10/3/03	Fri 10/3/03	
146	--- What level of staffing and financial commitments are required of DOT's prior to solicitation?	1 day	Fri 10/3/03	Fri 10/3/03	
147					
148	*Community*	1 day	Fri 10/3/03	Fri 10/3/03	
149	Establish Executive Committee to review and refine project.	1 day	Fri 10/3/03	Fri 10/3/03	
150	Develop screening criteria for evaluating I-5 bridge recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
151	*The bi-state region should undertake an Environmental Impact Study for a new river crossing and potential improvements in	1 day	Fri 10/3/03	Fri 10/3/03	
152	the Bridge Influence Area. That study and the implementation of these recommendations should be guided by the Task Force's	1 day	Fri 10/3/03	Fri 10/3/03	
153	Problem Vision and Values Statement.	1 day	Fri 10/3/03	Fri 10/3/03	
154	*EIS*	1 day	Fri 10/3/03	Fri 10/3/03	
155	*In the EIS, the following BIA elements should be studied:	1 day	Fri 10/3/03	Fri 10/3/03	
156	- 8 or 10 lane freeway concepts;	1 day	Fri 10/3/03	Fri 10/3/03	
157	- Replacement or Supplemental Bridge;	1 day	Fri 10/3/03	Fri 10/3/03	
158	- Joint use or non-joint use Freeway/LRT Bridge;	1 day	Fri 10/3/03	Fri 10/3/03	
159	- 8-lane freeway with joint LRT/2-lane arterial; and	1 day	Fri 10/3/03	Fri 10/3/03	
160	- HOV throughout the I-5 Corridor	1 day	Fri 10/3/03	Fri 10/3/03	
161	- 6-lane freeway plus 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of the railroad bridge	1 day	Fri 10/3/03	Fri 10/3/03	
162	*TDM/TSM*	1 day	Fri 10/3/03	Fri 10/3/03	
163	*Bi-State Coordination Committee should proceed with all deliberate speed to:	1 day	Fri 10/3/03	Fri 10/3/03	
164	- Form the TDM/TSM Forum and begin its work on the I-5 TDM/TSM Corridor Plan;	1 day	Fri 10/3/03	Fri 10/3/03	
165	- Begin discussion and planning for investing more in the I-5 Corridor, including focused TDM/TSM actions that can be taken now, and	1 day	Fri 10/3/03	Fri 10/3/03	
166	- Form the Rail Forum and begin its work.	1 day	Fri 10/3/03	Fri 10/3/03	
167					
168	**Financial**	1 day	Fri 10/3/03	Fri 10/3/03	
169	*Parallel to the EIS process a plan for funding the highway and transit capital expenditures should be developed.	1 day	Fri 10/3/03	Fri 10/3/03	
170					
171	*Public Private Initiatives*	1 day	Fri 10/3/03	Fri 10/3/03	
172					
173					
174	**Community**	1 day	Fri 10/3/03	Fri 10/3/03	
175	*Environmental Justice*	1 day	Fri 10/3/03	Fri 10/3/03	
176	*A community enhancement fund for use in the impacted areas in the I-5 Corridor in Oregon and Washington should be established.	1 day	Fri 10/3/03	Fri 10/3/03	
177	Such a fund would be in addition to any impact mitigation costs identified through an environmental impact statement and would be	1 day	Fri 10/3/03	Fri 10/3/03	
178	modeled conceptually after the "1% for Arts" program, the I-405 Mitigation Fund and the St John's Landfill Mitigation Fund.	1 day	Fri 10/3/03	Fri 10/3/03	
179					
180	*A Public Involvement and Environmental Justice Working Groups should be formed at the beginning of the EIS. Working Group	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
Date: Wed 12/3/03

Task | Split | Progress | Milestone | Summary | Rolled Up Task | Rolled Up Split | Rolled Up Milestone | Rolled Up Progress | External Tasks | Project Summary

ID	Task Name	Duration	Start	Finish	F
181	Members should include representatives from EJ communities along the corridor. The Public Involvement working group should	1 day	Fri 10/3/03	Fri 10/3/03	
182	address public outreach. The Environmental Justice working group membership should include liaisons to the Public Involvement	1 day	Fri 10/3/03	Fri 10/3/03	
183	working group to ensure community concerns are incorporated into the EIS and that adequate emphasis is placed on the potential	1 day	Fri 10/3/03	Fri 10/3/03	
184	impacts and benefits to low income and minority communities.	1 day	Fri 10/3/03	Fri 10/3/03	
185					
186	*Continued work should be done to complete a list of communities, organizations and agencies to outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03	
187	minority communities during the EIS process.	1 day	Fri 10/3/03	Fri 10/3/03	
188					
189	*ODOT and WSDOT, in cooperation with the potentially impacted communities, should develop a methodology and criteria to map	1 day	Fri 10/3/03	Fri 10/3/03	
190	low income and minority communities in areas potentially affected by the recommendations from the I-5 Partnership.	1 day	Fri 10/3/03	Fri 10/3/03	
191					
192	*A list of potential positive and negative community impacts were identified by the stakeholders and should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03	
193	process to be used as a beginning point to conduct further analysis on impacts.	1 day	Fri 10/3/03	Fri 10/3/03	
194					
195	*During the EIS process, special attention needs to be paid in conducting outreach to low-income and minority residents in the	1 day	Fri 10/3/03	Fri 10/3/03	
196	study area. Community stakeholders generated a list of outreach and involvement ideas. This list should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03	
197	process and used as the basis to develop a public outreach and involvement plan that includes outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03	
198	minority communities.	1 day	Fri 10/3/03	Fri 10/3/03	
199					
200					
201	**Office notes:**	1 day	Fri 10/3/03	Fri 10/3/03	
202	Designate PM responsibility (public or private PM with regional perspective on either side of the River) by task	1 day	Fri 10/3/03	Fri 10/3/03	
203	DOT's retain their stewardship responsibilities	1 day	Fri 10/3/03	Fri 10/3/03	
204	*indicates recommendations and work activities from the Final Strategic Plan - whether funded or not by current dollars.	1 day	Fri 10/3/03	Fri 10/3/03	
205	Hire environmental manager, landscape architect	1 day	Fri 10/3/03	Fri 10/3/03	
206	Develop screening criteria for crossing recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
207	Message: safety; reliability;	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
Date: Wed 12/3/03

Task
Split
Progress
Milestone
Summary
Rolled Up Task
Rolled Up Split
Rolled Up Milestone
Rolled Up Progress
External Tasks
Project Summary

ID	Task Name	Duration	Start	Finish	F
1	**1.0 Project Management*** **	0 days	Thu 9/30/04	Thu 9/30/04	
2	1.1 Prepare overall work plan including statement of work for technical analyses and delivery schedule	20 days	Mon 11/3/03	Fri 11/28/03	
3	1.2 Prepare technical statement of works for other consultants	25 days	Mon 12/1/03	Fri 1/2/04	
4	1.3 Interview and select consultants to perform technical work tasks	20 days	Mon 1/5/04	Fri 1/30/04	
5	1.4 Facilitate technical groups to discuss technical analyses	0 days	Fri 10/3/03	Fri 10/3/03	1
6	1.5 Provide verbal/written presentations to Bi-State Committee, local agency and jurisdiction staff	0 days	Mon 10/13/03	Mon 10/13/03	
7	1.6 Meet regularly with Working Group	0 days	Thu 9/30/04	Thu 9/30/04	
8	1.7 Prepare memoranda with recommendations that integrate findings by other consultants	0 days	Mon 12/15/03	Mon 12/15/03	
9	1.8 Prepare monthly progress reports	0 days	Fri 10/3/03	Fri 10/3/03	1
10	**2.0 Project Scoping and Refinement**	0 days	Fri 10/3/03	Fri 10/3/03	
11	2.1 Define Purpose and Need	1 day	Fri 10/3/03	Fri 10/3/03	
12	2.2 Review Freight Study and I-5 Final Strategic Plan recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
13	2.3 Refine conceptual engineering including development of 3D perspectives	1 day	Fri 10/3/03	Fri 10/3/03	
14	2.4 Revise estimated schedules	1 day	Fri 10/3/03	Fri 10/3/03	
15	2.5 Revise estimated costs	1 day	Fri 10/3/03	Fri 10/3/03	
16	2.6 Prepare specific project descriptions, benefits and risks	1 day	Fri 10/3/03	Fri 10/3/03	
17	2.7 Conduct CEVP analysis	1 day	Fri 10/3/03	Fri 10/3/03	
18	2.8 Determine "null" project for PPI analysis	1 day	Fri 10/3/03	Fri 10/3/03	
19	2.9 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
20	**3.0 Funding Options and Financial Feasibility*** **	0 days	Fri 10/3/03	Fri 10/3/03	
21	3.1 Develop list of federal, state and local funding sources for constructing new project	1 day	Fri 10/3/03	Fri 10/3/03	
22	3.2 Evaluate sources in terms of applicability, funding capacity and likelihood of acceptance	1 day	Fri 10/3/03	Fri 10/3/03	
23	3.3 Estimate potential tolling revenues based on preferred tolling option(s)	1 day	Fri 10/3/03	Fri 10/3/03	
24	3.4 Prepare funding plan options, including debt service requirements	1 day	Fri 10/3/03	Fri 10/3/03	
25	3.5 Prepare preliminary estimates of financial feasibility of constructing project	1 day	Fri 10/3/03	Fri 10/3/03	
26	3.6 Prepare preliminary estimates of financial feasibility of operating and maintaining project	1 day	Fri 10/3/03	Fri 10/3/03	
27	**4.0 Tolling Options and Traffic Analyses*** **	0 days	Fri 10/3/03	Fri 10/3/03	
28	4.1 Conduct preliminary research on tolling options and experience in other areas	1 day	Fri 10/3/03	Fri 10/3/03	
29	4.2 Develop a list of tolling options for interstate bridges and time of day pricing	1 day	Fri 10/3/03	Fri 10/3/03	
30	4.3 Evaluate tolling options if I-5 only and I-5 and I-205 are tolled	1 day	Fri 10/3/03	Fri 10/3/03	
31	4.4 Estimate traffic diversion to I-205 from tolling I-5 alone	1 day	Fri 10/3/03	Fri 10/3/03	
32	4.5 Prepare estimates of tolling revenue and sensitivity to differing assumptions	1 day	Fri 10/3/03	Fri 10/3/03	
33	4.6 Assess impact of tolling on freight movement	1 day	Fri 10/3/03	Fri 10/3/03	
34	4.7 Prepare preliminary development/construction timeline	1 day	Fri 10/3/03	Fri 10/3/03	
35	**5.0 Legal and Bi-state Organizational Requirements*** **	0 days	Fri 10/3/03	Fri 10/3/03	
36	5.1 Analyze options for organizational frameworks and legal parameters	1 day	Fri 10/3/03	Fri 10/3/03	
37	5.2 Assess need for new statutes establishing broader multi-modal trade corridor	1 day	Fri 10/3/03	Fri 10/3/03	
38	5.3 Assess current requirements regarding tolling on interstate highways and bridges	1 day	Fri 10/3/03	Fri 10/3/03	
39	5.4 Identify issues in Washington/Oregon law affecting funding, constructing and operating I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03	
40	5.5 Identify coordination requirements for DOT's to insure consistent management approach	1 day	Fri 10/3/03	Fri 10/3/03	
41	5.6 Review Bi-state Compact requirements and evaluate merits for a bridge project	1 day	Fri 10/3/03	Fri 10/3/03	
42	5.7 Analyze I-5 bridge-only project and potential legal and regulatory difficulties of a broader proposal	1 day	Fri 10/3/03	Fri 10/3/03	
43	5.8 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
44	**6.0 EIS Scope and Methodology**	0 days	Fri 10/3/03	Fri 10/3/03	
45	6.1 Evaluate alternate approaches for structuring and managing bi-state environmental work including:	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
Date: Mon 12/1/03

Task — Summary — Rolled Up Progress
Split — Rolled Up Task — External Tasks
Progress — Rolled Up Split — Project Summary
Milestone — Rolled Up Milestone

ID	Task Name	Duration	Start	Finish	F
46	6.1.1 Identify required environmental permits and potential concurrent review processes	1 day	Fri 10/3/03	Fri 10/3/03	
47	6.1.2 Costs, timelines, political and legal risks and pros and cons of various approaches	1 day	Fri 10/3/03	Fri 10/3/03	
48	6.1.3 Need for context sensitive design, environmental justice, federal and state agency support	1 day	Fri 10/3/03	Fri 10/3/03	
49	6.1.4 Identify, organize, conduct needed outreach activities to insure EIS implementation	1 day	Fri 10/3/03	Fri 10/3/03	
50	6.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
51	**7.0 Preliminary Investigations for EIS**	0 days	Fri 10/3/03	Fri 10/3/03	
52	7.1 Conduct the following preliminary EIS investigations including but not limited to:	1 day	Fri 10/3/03	Fri 10/3/03	
53	7.1.1 Subarea land use/transportation planning	1 day	Fri 10/3/03	Fri 10/3/03	
54	7.1.2 Air quality and other environmental analysis	1 day	Fri 10/3/03	Fri 10/3/03	
55	7.1.3 Supplemental traffic or freight analysis	1 day	Fri 10/3/03	Fri 10/3/03	
56	7.1.4 Analysis of performance of I-205 using new traffic projections assuming diversion from tolled I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03	
57	7.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03	
58	**8.0 Communication Plan**	0 days	Fri 10/3/03	Fri 10/3/03	
59	8.1 Prepare public information, community outreach and media plan including (e.g.):	1 day	Fri 10/3/03	Fri 10/3/03	
60	8.1.1 Web site updates and surveys	1 day	Fri 10/3/03	Fri 10/3/03	
61	8.1.2 Community work groups	1 day	Fri 10/3/03	Fri 10/3/03	
62	8.1.3 Speakers bureau	1 day	Fri 10/3/03	Fri 10/3/03	
63	8.1.4 Open Houses	1 day	Fri 10/3/03	Fri 10/3/03	
64	8.1.5 Community mailings	1 day	Fri 10/3/03	Fri 10/3/03	
65	8.1.6 Community events	1 day	Fri 10/3/03	Fri 10/3/03	
66	8.1.7 Staffing requirements	1 day	Fri 10/3/03	Fri 10/3/03	
67					
68	11/03/03	0 days	Fri 10/3/03	Fri 10/3/03	1
69	***Geoff Larkin Group	0 days	Fri 10/3/03	Fri 10/3/03	1
70	**NEXT STEPS AND IMPLEMENTATION: EIS and Design Scope of Work**	1 day	Fri 10/3/03	Fri 10/3/03	
71	**Project Management**	1 day	Fri 10/3/03	Fri 10/3/03	
72	Scope/Schedule/Budget	1 day	Fri 10/3/03	Fri 10/3/03	
73	Establish bi-state project team	1 day	Fri 10/3/03	Fri 10/3/03	
74	- organize team	1 day	Fri 10/3/03	Fri 10/3/03	
75	- organization chart	1 day	Fri 10/3/03	Fri 10/3/03	
76	- staffing	1 day	Fri 10/3/03	Fri 10/3/03	
77	-select consultants from ODOT on-call list	1 day	Fri 10/3/03	Fri 10/3/03	
78	- request for qualifications for WSDOT on-call consultant list	1 day	Fri 10/3/03	Fri 10/3/03	
79	-co-location	1 day	Fri 10/3/03	Fri 10/3/03	
80	Program Controls	1 day	Fri 10/3/03	Fri 10/3/03	
81	-develop work breakdown structure (WBS)	1 day	Fri 10/3/03	Fri 10/3/03	
82					
83					
84	**TECHNICAL**	1 day	Fri 10/3/03	Fri 10/3/03	
85	***Additional Transit Capacity and Service**	1 day	Fri 10/3/03	Fri 10/3/03	
86	- Light rail loop system, including feeder buses, and new and expanded park and ride lots, should be established in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03	
87	In the interim, bi-state transit needs will continue to be served by express bus.	1 day	Fri 10/3/03	Fri 10/3/03	
88	- The light rail loop system should provide transit mobility, both within Clark County and between Washington and Oregon, in the	1 day	Fri 10/3/03	Fri 10/3/03	
89	I-5 and I-205 Corridors.	1 day	Fri 10/3/03	Fri 10/3/03	
90	- The light rail loop system may be constructed in phases.	1 day	Fri 10/3/03	Fri 10/3/03	

Project: CrossingProject1
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Task | Split | Progress | Milestone | Summary | Rolled Up Task | Rolled Up Split | Rolled Up Milestone | Rolled Up Progress | External Tasks | Project Summary

ID	Task Name	Duration	Start	Finish	F
91	- Peak-hour, premium bus service in the I-5 and I-205 Corridors to markets not well served by light rail may be provided as a	1 day	Fri 10/3/03	Fri 10/3/03	
92	supplemental service to light rail.	1 day	Fri 10/3/03	Fri 10/3/03	
93	- Transit service in the Corridor should be increased over the next 20 years as planned in the Metro and RTC 20-year	1 day	Fri 10/3/03	Fri 10/3/03	
94	transportation plans.	1 day	Fri 10/3/03	Fri 10/3/03	
95					
96	***Additional Freeway Capacity***	1 day	Fri 10/3/03	Fri 10/3/03	
97	- I-5 should be widened to 3-lanes in each direction between a)Delta Park and Lombard and b)99th St. and I-205 in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03	
98	- The Delta Park to Lombard project should go to construction as quickly as possible.	1 day	Fri 10/3/03	Fri 10/3/03	
99	- The transportation issues south of the I-5/Fremont Bridge junction must be addressed and solved. The Mayor of Portland, the	1 day	Fri 10/3/03	Fri 10/3/03	
100	Governor of the State of Oregon, and JPACT should join together to appoint a group of public and private sector stakeholders to	1 day	Fri 10/3/03	Fri 10/3/03	
101	study and make recommendations for long-term transportation solutions for the entire I-5/I-405 freeway loop.	1 day	Fri 10/3/03	Fri 10/3/03	
102	- The Task Force recommends the I-5 freeway between the Fremont Bridge in Portland and the I-205 interchange in Vancouver be	1 day	Fri 10/3/03	Fri 10/3/03	
103	a maximum of 3 through lanes in each direction.	1 day	Fri 10/3/03	Fri 10/3/03	
104	- Further exploration of HOV in the EIS is required to optimize the design of the system and to determine its overall effectiveness.	1 day	Fri 10/3/03	Fri 10/3/03	
105	- One of the 3 through lanes should be designated for use as a high occupancy vehicle (HOV) lane during the peak period, in the	1 day	Fri 10/3/03	Fri 10/3/03	
106	peak direction. Further exploration is required in the environmental impact statement to optimize its design, particularly with the	1 day	Fri 10/3/03	Fri 10/3/03	
107	Bridge Influence Area; and to determine its overall effectiveness in meeting the Regional objectives for the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
108	- The Columbia Blvd. Interchange in Oregon should be made into a full interchange (add ramps for southbound traffic to exit at	1 day	Fri 10/3/03	Fri 10/3/03	
109	Columbia Blvd. And for northbound traffic to enter the freeway from Columbia Blvd.).	1 day	Fri 10/3/03	Fri 10/3/03	
110	- Both the Delta Park to lombard project and the Columbia Blvd. Interchange project should be considered for design at the same	1 day	Fri 10/3/03	Fri 10/3/03	
111	time. As part of this design effort, there needs to be a phasing and financing plan, with the recognition that the Delta Park project	1 day	Fri 10/3/03	Fri 10/3/03	
112	is the first priority.	1 day	Fri 10/3/03	Fri 10/3/03	
113					
114	***Bridge and Bridge Influence Area***	1 day	Fri 10/3/03	Fri 10/3/03	
115	- New transit and vehicle capacity should be constructed across the Columbia River in the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
116	- For vehicles, there should be 3 through lanes (and not more than 3) in each direction and up to two auxiliary and/or arterial	1 day	Fri 10/3/03	Fri 10/3/03	
117	lanes in each direction across the Columbia River (total 5 lanes in each direction). For transit, there should be two light rail tracks	1 day	Fri 10/3/03	Fri 10/3/03	
118	across the Columbia River in the I-5 Corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
119	- In the Bridge Influence Area, SR 500 to Columbia Blvd., the freeway needs to be designed to balance all of the on and off traffic,	1 day	Fri 10/3/03	Fri 10/3/03	
120	consistent with 3 through lane Corridor capacity and up to 5 lanes of bridge capacity, in each direction.	1 day	Fri 10/3/03	Fri 10/3/03	
121	- In adding river-crossing capacity and making improvements in the Bridge Influence Area, every effort should be made to: A)	1 day	Fri 10/3/03	Fri 10/3/03	
122	avoid displacements and enroachments, and B) minimize the highway footprint in the Corridor, and C) minimize use of the freeway	1 day	Fri 10/3/03	Fri 10/3/03	
123	for local trips.	1 day	Fri 10/3/03	Fri 10/3/03	
124	- The proposed design should include safety considerations.	1 day	Fri 10/3/03	Fri 10/3/03	
125	- As a first step towards making improvements, the bi-state region should undertake an Environmental Impact Study for a new	1 day	Fri 10/3/03	Fri 10/3/03	
126	river crossing and potential improvements in the Bridge Influence Area.	1 day	Fri 10/3/03	Fri 10/3/03	
127	- In the EIS, the following BIA elements should be studied: 8 or 10 lane freeway concepts; replacement or supplemental bridge; joint	1 day	Fri 10/3/03	Fri 10/3/03	
128	use or non-joint use freeway/lrt bridge; 8-lane freeway with joint lrt/2-lane arterial; and HOV throughout the I-5 corridor.	1 day	Fri 10/3/03	Fri 10/3/03	
129	- Evaluate whether or not a 6-lane freeway plus two 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of	1 day	Fri 10/3/03	Fri 10/3/03	
130	the railroad bridge, is a viable alternative for consideration in the EIS.	1 day	Fri 10/3/03	Fri 10/3/03	
131	- Special consideration needs to be given to the architectural aesthetics of any new structures to be built, particularly any new	1 day	Fri 10/3/03	Fri 10/3/03	
132	bridge structures.	1 day	Fri 10/3/03	Fri 10/3/03	
133					
134	***Additional Rail Capacity***	1 day	Fri 10/3/03	Fri 10/3/03	
135					

Project: CrossingProject1
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Project Summary

ID	Task Name	Duration	Start	Finish	F
136					
137					
138	***Land Use and Land Use Accord**	1 day	Fri 10/3/03	Fri 10/3/03	
139					
140					
141					
142	***Transportation Demand/System Management**	1 day	Fri 10/3/03	Fri 10/3/03	
143					
144					
145					
146	***Environmental Justice**	1 day	Fri 10/3/03	Fri 10/3/03	
147					
148					
149					
150	***Financing Options**	1 day	Fri 10/3/03	Fri 10/3/03	
151					
152					
153					
154	***DEFINE PROJECT PARAMETERS**	1 day	Fri 10/3/03	Fri 10/3/03	
155	- EIS methodology, schedule and budget	1 day	Fri 10/3/03	Fri 10/3/03	
156	- preliminary financial plan	1 day	Fri 10/3/03	Fri 10/3/03	
157	- public outreach requirements	1 day	Fri 10/3/03	Fri 10/3/03	
158	- other supportive planning and analytical work	1 day	Fri 10/3/03	Fri 10/3/03	
159					
160	***DETERMINE APPROPRIATENESS OF A BROADER PROJECT SCOPE**	1 day	Fri 10/3/03	Fri 10/3/03	
161	- toll generation estimates and sensitivity	1 day	Fri 10/3/03	Fri 10/3/03	
162	- traffic diversion	1 day	Fri 10/3/03	Fri 10/3/03	
163	- reconnaissance of other corridor deficiencies	1 day	Fri 10/3/03	Fri 10/3/03	
164					
165	***SOLICITED OR UNSOLICITED PROPOSAL?**	1 day	Fri 10/3/03	Fri 10/3/03	
166	- Washington experience	1 day	Fri 10/3/03	Fri 10/3/03	
167	- If solicited, how broad of a project to propose? I-5 only? I-5 with tolling I-205? I-5 with tolling I-205 and additional projects?	1 day	Fri 10/3/03	Fri 10/3/03	
168	--- institutional structures	1 day	Fri 10/3/03	Fri 10/3/03	
169	--- financial parameters	1 day	Fri 10/3/03	Fri 10/3/03	
170	--- project life	1 day	Fri 10/3/03	Fri 10/3/03	
171	--- Who solicits the project? ODOT or WSDOT? Both concurrently?	1 day	Fri 10/3/03	Fri 10/3/03	
172	--- What level of participation is afforded regional governmental entities?	1 day	Fri 10/3/03	Fri 10/3/03	
173	--- How much public outreach is required prior to solicitation?	1 day	Fri 10/3/03	Fri 10/3/03	
174	--- What criteria should guide state thinking if competing one bridge and two bridge proposals are made?	1 day	Fri 10/3/03	Fri 10/3/03	
175	--- What level of staffing and financial commitments are required of DOT's prior to solicitation?	1 day	Fri 10/3/03	Fri 10/3/03	
176					
177	*Community*	1 day	Fri 10/3/03	Fri 10/3/03	
178	Establish Executive Committee to review and refine project.	1 day	Fri 10/3/03	Fri 10/3/03	
179	Develop screening criteria for evaluating I-5 bridge recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
180	*The bi-state region should undertake an Environmental Impact Study for a new river crossing and potential improvements in	1 day	Fri 10/3/03	Fri 10/3/03	

ID	Task Name	Duration	Start	Finish	F
181	the Bridge Influence Area. That study and the implementation of these recommendations should be guided by the Task Force's	1 day	Fri 10/3/03	Fri 10/3/03	
182	Problem Vision and Values Statement.	1 day	Fri 10/3/03	Fri 10/3/03	
183	*EIS*	1 day	Fri 10/3/03	Fri 10/3/03	
184	*In the EIS, the following BIA elements should be studied:	1 day	Fri 10/3/03	Fri 10/3/03	
185	- 8 or 10 lane freeway concepts;	1 day	Fri 10/3/03	Fri 10/3/03	
186	- Replacement or Supplemental Bridge;	1 day	Fri 10/3/03	Fri 10/3/03	
187	- Joint use or non-joint use Freeway/LRT Bridge;	1 day	Fri 10/3/03	Fri 10/3/03	
188	- 8-lane freeway with joint LRT/2-lane arterial; and	1 day	Fri 10/3/03	Fri 10/3/03	
189	- HOV throughout the I-5 Corridor	1 day	Fri 10/3/03	Fri 10/3/03	
190	- 6-lane freeway plus 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of the railroad bridge	1 day	Fri 10/3/03	Fri 10/3/03	
191	*TDM/TSM*	1 day	Fri 10/3/03	Fri 10/3/03	
192	*Bi-State Coordination Committee should proceed with all deliberate speed to:	1 day	Fri 10/3/03	Fri 10/3/03	
193	- Form the TDM/TSM Forum and begin its work on the I-5 TDM/TSM Corridor Plan;	1 day	Fri 10/3/03	Fri 10/3/03	
194	- Begin discussion and planning for investing more in the I-5 Corridor, including focused TDM/TSM actions that can be taken now, and	1 day	Fri 10/3/03	Fri 10/3/03	
195	- Form the Rail Forum and begin its work.	1 day	Fri 10/3/03	Fri 10/3/03	
196					
197	**Financial**	1 day	Fri 10/3/03	Fri 10/3/03	
198	*Parallel to the EIS process a plan for funding the highway and transit capital expenditures should be developed.	1 day	Fri 10/3/03	Fri 10/3/03	
199					
200	*Public Private Initiatives*	1 day	Fri 10/3/03	Fri 10/3/03	
201					
202					
203	**Community**	1 day	Fri 10/3/03	Fri 10/3/03	
204	*Environmental Justice*	1 day	Fri 10/3/03	Fri 10/3/03	
205	*A community enhancement fund for use in the impacted areas in the I-5 Corridor in Oregon and Washington should be established.	1 day	Fri 10/3/03	Fri 10/3/03	
206	Such a fund would be in addition to any impact mitigation costs identified through an environmental impact statement and would be	1 day	Fri 10/3/03	Fri 10/3/03	
207	modeled conceptually after the "1% for Arts" program, the I-405 Mitigation Fund and the St John's Landfill Mitigation Fund.	1 day	Fri 10/3/03	Fri 10/3/03	
208					
209	*A Public Involvement and Environmental Justice Working Groups should be formed at the beginning of the EIS. Working Group	1 day	Fri 10/3/03	Fri 10/3/03	
210	Members should include representatives from EJ communities along the corridor. The Public Involvement working group should	1 day	Fri 10/3/03	Fri 10/3/03	
211	address public outreach. The Environmental Justice working group membership should include liaisons to the Public Involvement	1 day	Fri 10/3/03	Fri 10/3/03	
212	working group to ensure community concerns are incorporated into the EIS and that adequate emphasis is placed on the potential	1 day	Fri 10/3/03	Fri 10/3/03	
213	impacts and benefits to low income and minority communities.	1 day	Fri 10/3/03	Fri 10/3/03	
214					
215	*Continued work should be done to complete a list of communities, organizations and agencies to outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03	
216	minority communities during the EIS process.	1 day	Fri 10/3/03	Fri 10/3/03	
217					
218	*ODOT and WSDOT, in cooperation with the potentially impacted communities, should develop a methodology and criteria to map	1 day	Fri 10/3/03	Fri 10/3/03	
219	low income and minority communities in areas potentially affected by the recommendations from the I-5 Partnership.	1 day	Fri 10/3/03	Fri 10/3/03	
220					
221	*A list of potential positive and negative community impacts were identified by the stakeholders and should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03	
222	process to be used as a beginning point to conduct further analysis on impacts.	1 day	Fri 10/3/03	Fri 10/3/03	
223					
224	*During the EIS process, special attention needs to be paid in conducting outreach to low-income and minority residents in the	1 day	Fri 10/3/03	Fri 10/3/03	
225	study area. Community stakeholders generated a list of outreach and involvement ideas. This list should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03	

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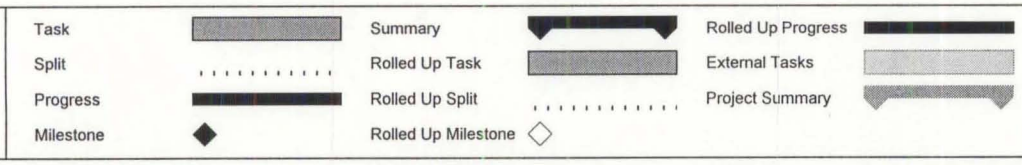
Date: Mon 12/1/03



ID	Task Name	Duration	Start	Finish	F
226	process and used as the basis to develop a public outreach and involvement plan that includes outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03	
227	minority communities.	1 day	Fri 10/3/03	Fri 10/3/03	
228					
229					
230	**Office notes:**	1 day	Fri 10/3/03	Fri 10/3/03	
231	Designate PM responsibility (public or private PM with regional perspective on either side of the River) by task	1 day	Fri 10/3/03	Fri 10/3/03	
232	DOT's retain their stewardship responsibilities	1 day	Fri 10/3/03	Fri 10/3/03	
233	*indicates recommendations and work activities from the Final Strategic Plan - whether funded or not by current dollars.	1 day	Fri 10/3/03	Fri 10/3/03	
234	Hire environmental manager, landscape architect	1 day	Fri 10/3/03	Fri 10/3/03	
235	Develop screening criteria for crossing recommendations	1 day	Fri 10/3/03	Fri 10/3/03	
236	Message: safety; reliability;	1 day	Fri 10/3/03	Fri 10/3/03	

"Improving the Livability of Clark County and the Region with less Congestion and more Jobs at Home"
WSDOT can contribute to this vision by - fulfilling stewardship responsibilities, developing a short and long range transportation plan, efficiently allocating limited resources

Key Factors to be Addressed
Congestion:
What is an acceptable "level of service" for I-5 and I-205?
What are the existing and future improvements, time schedule and associated costs required to achieve an acceptable "level of service" for each WSDOT road/bridge segment?
What are the funding sources and taxpayer obligation to construct each improvement?
Jobs:
Where are the existing and future employment centers?

Associated Critical Paths:

Maya Lin Land Bridge

Downtown Redevelopment

City and County Comprehensive Plans

Future Employment Locations and Major Traffic Generators

6 and 20-year Transportation Plans

Discovery Corridor

PPI

Executive Decision Making Process

Partnership Recommendations and BIA Projects:
additional transit capacity and service
additional freeway capacity
additional rail capacity
land use and land use accord
transportation demand/system management
environmental justice
financing options

ODOT/WSDOT Original Project Objectives

1.0 Project Oversight

1.1 Provide staffing assistance to DOT's.
1.2 Coordinate and direct activities for developing funding and implementation strategy for the I-5 recommendations.
1.3 Organize meetings and correspondence.
1.4 Provide information to DOT's in the form of oral presentations and written memoranda.

2.0 Policy Objectives, Project Shaping and Implementation Strategy

2.1 Confer with regional business, civic and political leaders to explore feasibility of pursuing the project as a PPP and develop policy objectives in support of advancing the I-5 recommendations.
2.2 Develop a proposal consisting of physical improvements, needed policy programmatic changes, public information/involvement activities and a financing plan.
2.3 Prepare an action plan for project implementation.

3.0 Finance Options

3.1 Develop list of federal, state and local funding sources for constructing new I-5 bridge.
3.2 Evaluate sources in terms of applicability, funding capacity and likelihood of political acceptance.
3.3 Develop range of tolling options for interstate bridges including time of day pricing by considering national experience.
3.4 Analyze public attitudes in Oregon and Washington to tolling, variable pricing and use of toll revenues to finance bridge.

4.0 Traffic and Revenue/Feasibility Study

4.1 Critique regional transportation model's capacity to predict changes in the tolling levels and types
4.2 Estimate traffic diversion to I-205 from tolling I-5 alone.
4.3 Conduct tolling sensitivity analysis to changes in toll amount or type.
4.4 Assess impact of tolling on freight movements.
4.5 Develop capital, maintenance and operating cost for the proposed facilities.
4.6 Develop preliminary development/construction timeline.
4.7 Estimate debt service requirements for the project.
4.8 Provide preliminary financial feasibility analysis for the proposed project based upon estimated toll receipts.

5.0 EIS Scope and Methodology

5.1 Analyze costs, timelines, political and legal risks and pros and cons of various approaches.
5.2 Analyze need for context sensitive design, environmental justice, federal and state agency support.
5.3 Identify, organize, conduct needed outreach activities to insure EIS implementation.

6.0 Communication Plan

6.1 Develop an implementation plan that insures that the DOT's are aware of and responsive to public concerns.
6.2 Develop a plan to preserve a degree of public leadership depending on the level of private sector participation.
6.3 Develop a plan for intergovernmental coordination requirements.

7.0 Legal Analysis and Implementation Framework

7.1 Guidance on the need for new federal statutory or regulatory definitions establishing a broader multi-modal trade corridor that is not highway specific should tolls from one bridge be needed to fund the construction or operation of another.
7.2 Determine potential new approaches to current requirements in federal law which limit tolling to reconstruction or replacement of toll-free bridges or tunnels; new approaches to the existing tolling agreements under federal law.
7.3 Determine the potential for changes to the federal Value Pricing Pilot Program (VPPP), Interstate Toll Pilot program and the TEA-21 tolling provisions.
7.4 Determine possible changes to federal and state restrictions on the use of tolls to fund highway and/or transit projects.
7.5 Determine the viability or necessity of obtaining authority for the two DOT's to enter into agreements with bordering states, political subdivisions of these states, non-profit corporations (63-20 qualified) formed for transportation purposes and the federal government and/or authority to enter into bi-state compacts or bi-state authorities for the purposes of building and operating bridges and tunnels as part of the I-5 trade partnership.
7.6 Determine the procedural and legal coordination requirements of the DOT's to insure a consistent approach in managing a bi-state project.

8.0 Preliminary Investigations for EIS

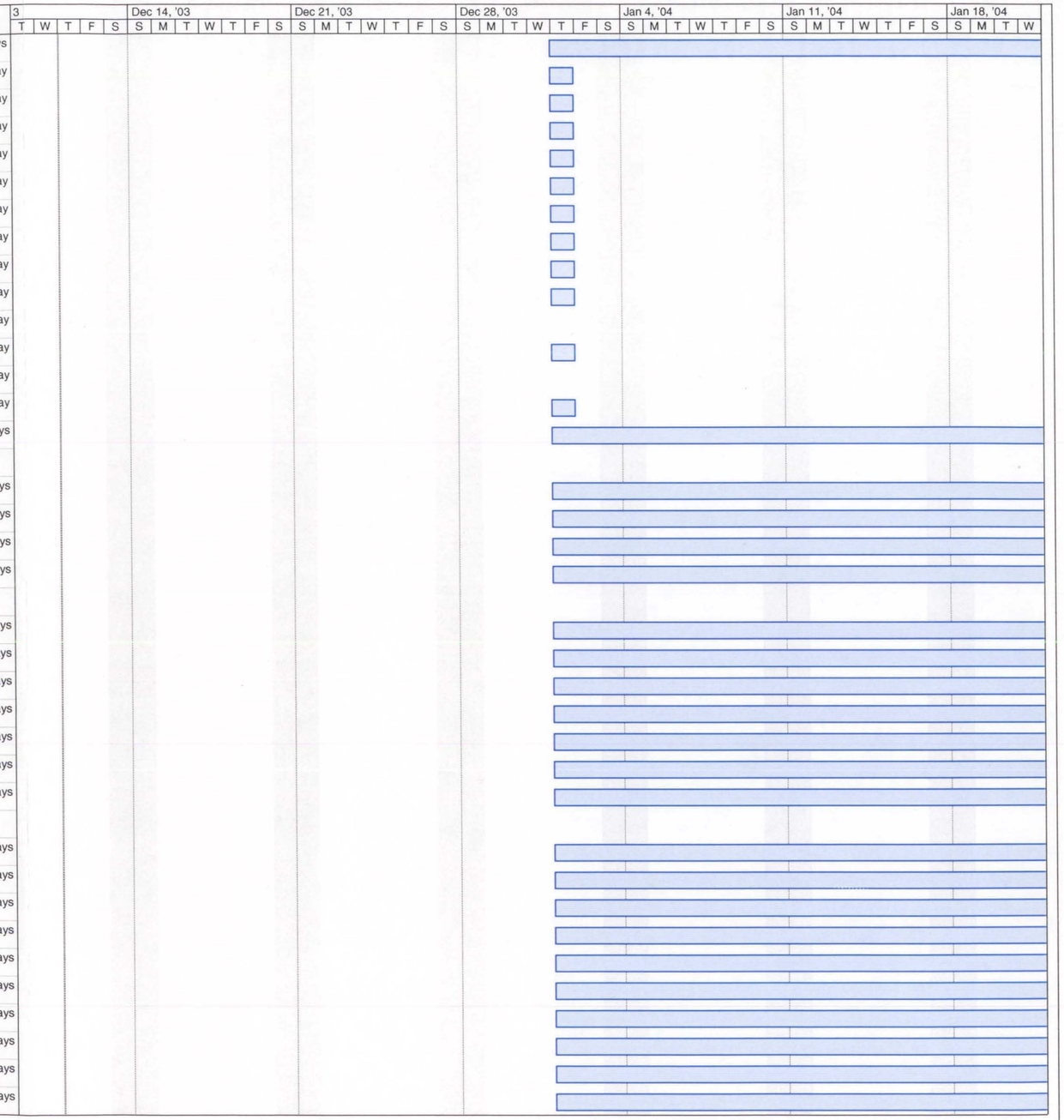
8.1 Subarea land use/transportation planning.
8.2 Air quality and other environmental analysis.
8.3 Public outreach and community organization.
8.4 Supplemental traffic or freight analyses.

ID	Task Name	Duration
	Task 1 Scope Assumptions, Alternatives & Issues for DEIS	
1	TM No. 1.1 Alternatives Analysis Report	65 days
2	MR No 1.1 documenting agreements reached with or issues raised by FHWA and FTA in AA-related meetings	42 days
3	WP No. 1.2: Travel Forecasting Assumptions	87 days
4	MR No. 1.3 documenting agreements reached with or issues raised by FHWA and FTA in meetings on Lead and Cooperating Agencies, issues to be addressed in EIS, as:	130 days
5	TM No. 1.4: Evaluation of Process and Organizational Issues on Structure of DEIS	65 days
6	MR No. 1.5 documenting agreements with or issues raised by FHWA and FTA regarding process and organization proposed for DEIS.	130 days
7	TM 1.6: Purpose and Need Statement	87 days
8	TM No. 1.7.1: Conclusions of the Context Sensitive Design forum	130 days
9	WP No. 1.7.2: Procedural, Timing, Funding and Regulatory Issues of Alternatives and Design Options	262 days
10	TM No. 1.8: Definition of No Build and Baseline Alternatives	303 days
11	MR 1.8 documenting agreements reached with or issues raised by FHWA and FTA regarding No Build and Baseline Alternatives	262 days
12	WP 1.9.1: Evaluation of Alternatives to Commence Scoping	262 days
13	MR 1.9.2 documenting agreements reached with or issues raised by FHWA and FTA regarding scoping	262 days
14	MR 1.9.3 documenting agreements reached with or issues raised by PPP, if needed, regarding scoping	262 days
15	Notice of Intent to prepare DEIS, for publication in Federal Register	283 days
16	WP 1.9.5 Materials for Scoping Meetings	283 days
17	TM No. 1.9.6: Evaluation of Alternatives at Conclusion of Scoping and Recommended Alternatives for DEIS.	347 days
18	TM No. 1.9.7: Conceptual Definition of Alternatives Report	369 days
19	WP 1.9.8: Proposed resolutions and supporting materials to amend local, regional, and state policies to conform to results of project scoping.	391 days
20	Task 2 Implement Project Intergovernmental Coord & Common Plan	
21	WP No. 2.1.1: Identification of Existing Local, Regional, and State Policies regarding the I-5 Project.	22 days
22	TM No. 2.1.3: Intergovernmental Coordination and Communication Plan	42 days
23	MR No. 2.2: Quarterly, or more frequent, meeting reports of the activities of the Regional Government Coordinating Committee	391 days
24	MR No. 2.3: Bi-weekly, or more frequent, meeting reports of the activities of the Project Leadership Group	391 days
25	WP No. 2.4: periodic updates of status of technical issues	391 days
26	Communications with Bi-State Coordinating Committee	391 days
27	Communications and MR of activities of ad hoc or informal technical groups required under the Communications Plan	391 days
28	Task 3 Coordinate with the Innovative Partnerships Program (IPP)	
29	Communications with IPP staff	391 days
30	WP No. 3.2 reviewing drafts of IPP Rules	1 day
31	TM No. 3.3 explaining how results of other products under this SOW can be applied to selected PPP.	1 day
32	Communications with IPP.	391 days
33	Task 4 Prepare SOW's and Assist in Consultant Selection	
34	TM No. 4.1: Preliminary SOW for Travel Demand Forecasting, Traffic Analysis and Traffic Engineering	45 days
35	TM No. 4.2: Preliminary SOW for Public Communications Plan	45 days
36	TM No. 4.3.1: Preliminary SOW for Conceptual Engineering Assistance	45 days
37	TM No. 4.3.2: Preliminary SOW for Environmental Analysis Assistance	45 days
38	TM No. 4.3.3: Preliminary SOW for Environmental Justice	45 days
39	WP No. 4.4: Assessment of Candidate Consultants (for each SOW)	60 days
40	Participation in consultant selection process and assist Agency in negotiations with selected consultants	75 days
41	Task 5 Technical Oversight and Strategic Advice to Advance Project	
42	Project management protocols	5 days

Project: LarkinDraftScope
Date: Thu 12/11/03

Task | Progress | Summary | Rolled Up Split | Rolled Up Progress | Project Summary
Split | Milestone | Rolled Up Task | Rolled Up Milestone | External Tasks

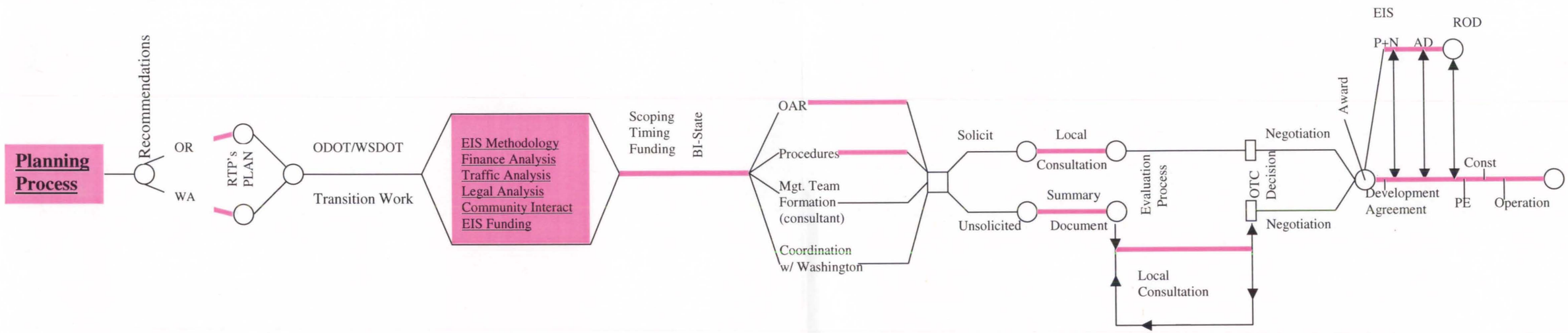
ID	Task Name	Duration
43	Management structure with other agencies and jurisdictions	60 days
44	Project Kick-Off Meeting	1 day
45	Weekly Team Meetings	1 day
46	Large project team meetings	1 day
47	SOW, Budget, Schedule amendments	1 day
48	Monthly Progress Reports	1 day
49	Direct and manage technical work	1 day
50	Assist Selection of other Consultants	1 day
51	New contractor kick-off meetings	1 day
52	Review and comment on: - Contractor work plans, budgets and schedules; - Draft TMs and other work products; - Monthly reports and invoices.	1 day
53	Additional pre-EIS funding	1 day
54	Review work products	1 day
55	Convene technical working group	1 day
56	Prepare TMs integrating other work	1 day
57	Establish strategic working group	22 days
58	Task 6 Analyze Tolling Options	
59	TM No. 6.1: Survey of Tolling Experiences in Other Areas	65 days
60	TM No. 6.2: Identification of Tolling Options for Columbia River Crossings	130 days
61	TM No. 6.3: Evaluation of Tolling Options for Columbia River Crossing	262 days
62	WP: Summary of Tolling Analysis and Recommendations for Stakeholder Meetings	262 days
63	Task 7 Prepare Financial Analyses	
64	WP No. 7.1: Preliminary Assumptions Regarding Highway Costs and Revenues	87 days
65	TM No. 7.2: Potential Federal, State and Local Funding Sources for Highway/Bridge Improvements	87 days
66	WP No. 7.3: Preliminary Assumptions Regarding Transit Costs and Revenues	108 days
67	TM No. 7.4: Evaluation of Capital and Operating Requirements for the Transit Elements of the I-5 Project	196 days
68	TM No. 7.5: Preliminary Financial Strategy Options for Scoping Evaluation	262 days
69	TM No. 7.6: Project Development Process and Schedule for Alternatives Examined in DEIS	347 days
70	TM No. 7.7: Final Financial Strategy Options to be Examined in DEIS.	391 days
71	Task 8 Analyze Federal and State Administrative & Statutory Req.	
72	TM. No. 8.1: Analysis of Issues Affecting Columbia River Crossing Options caused by Federal Tolling Statutes	42 days
73	TM. No. 8.2: Analysis of Tolling Authority Options for Columbia River Bridges	130 days
74	TM. No. 8.3: Evaluate Potential Use of Tolling Revenues	130 days
75	TM. No. 8.4: Potential Use of Toll Revenues as Local Match Credit for Multi-Modal Project Alternatives	130 days
76	TM. No. 8.5: The affect of State of Washington statutory and regulatory provisions on project alternatives, financing options and project development procedures and sche	196 days
77	TM. No. 8.6: The affect of State of Oregon statutory and regulatory provisions on project alternatives, financing options and project development procedures and schedules	196 days
78	TM. No. 8.7: The affect of Federal statutory and regulatory provisions relating to interstate tolling on ability to implement an integrated I-5 and I-205 multi-modal corridor pr	196 days
79	TM. No. 8.8: Bi-State Coordination Requirements	262 days
80	TM. No. 8.9: Assessment of Merits and Requirements of a Bi-State Compact for the Multi-Modal Project.	196 days
81	TM. No. 8.10: Project Organization Options	196 days



Project: LarkinDraftScope
Date: Thu 12/11/03

Task | Progress | Summary | Rolled Up Split | Rolled Up Progress | Project Summary
Split | Milestone | Rolled Up Task | Rolled Up Milestone | External Tasks

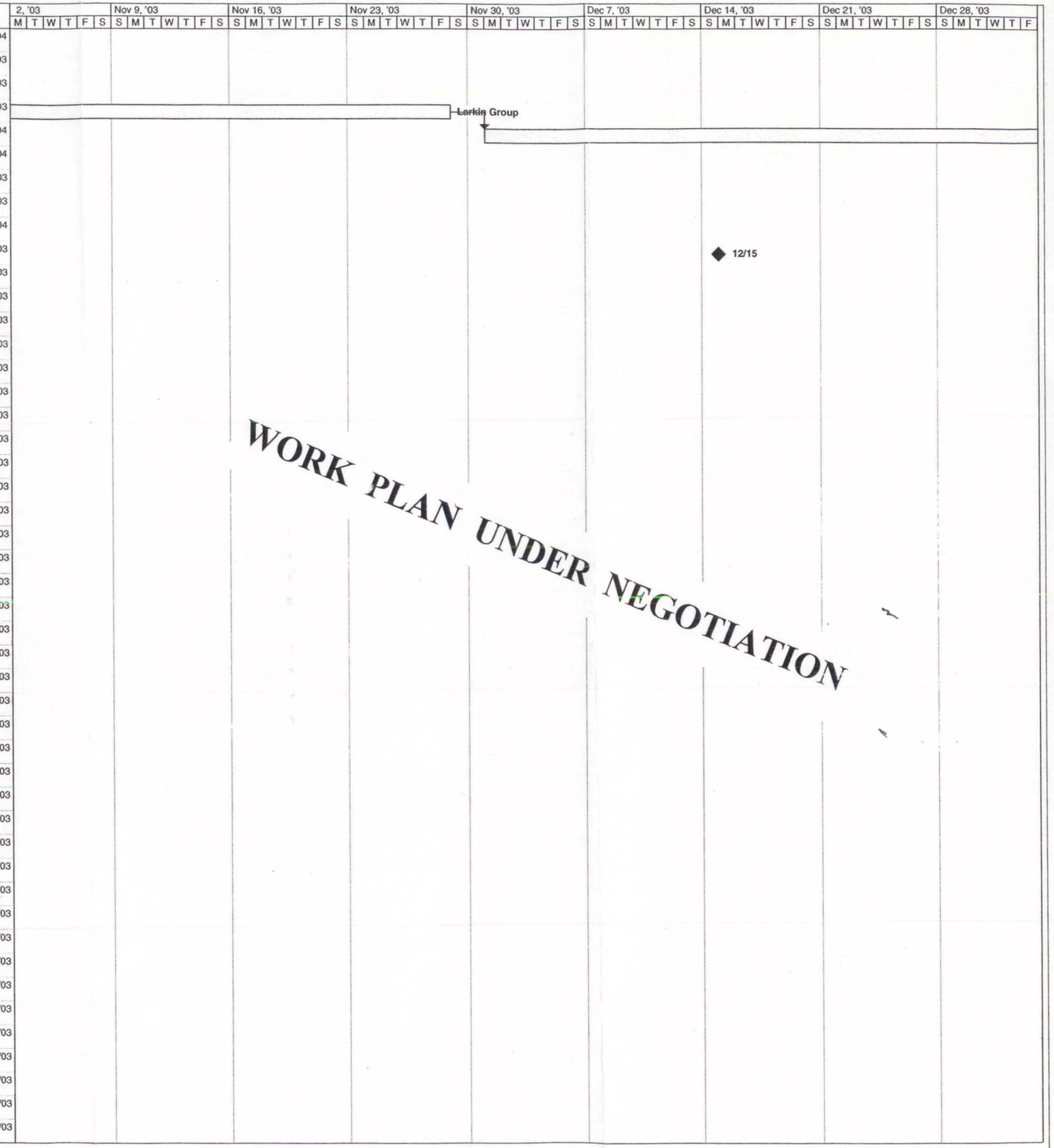
DRAFT
I-5 Partnership
Planning Process
Flow Chart



KEY:

Pink Highlight = Local Involvement

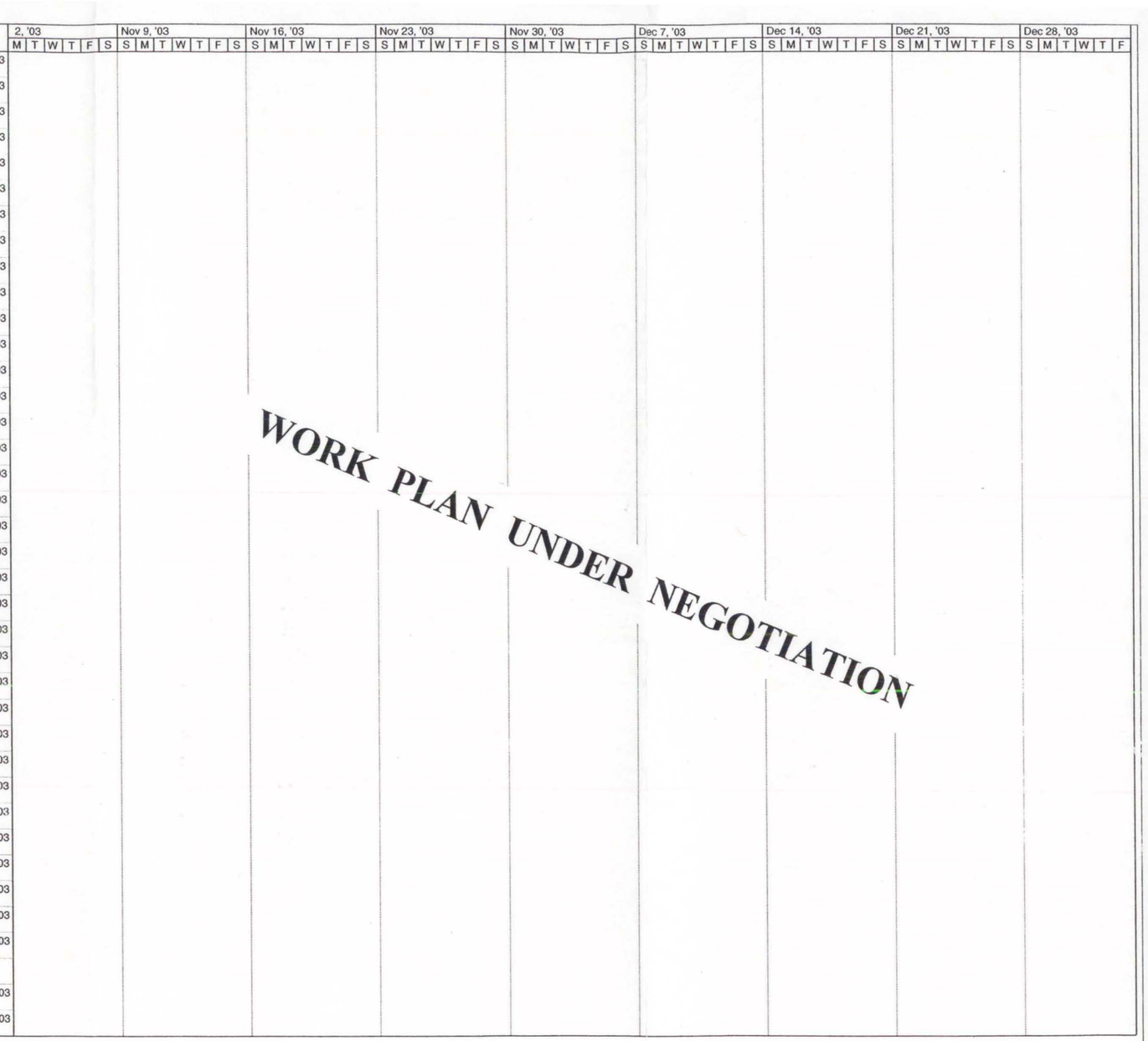
ID	Task Name	Duration	Start	Finish
1	**1.0 Project Management*** **	0 days	Thu 9/30/04	Thu 9/30/04
2	**Budget: $400,000**	0 days	Fri 10/3/03	Fri 10/3/03
3	**Budget Remaining: $380,500**	0 days	Fri 10/3/03	Fri 10/3/03
4	1.1 Prepare overall work plan including statement of work for technical analyses and delivery schedule	20 days	Mon 11/3/03	Fri 11/28/03
5	1.2 Prepare technical statement of works for other consultants	25 days	Mon 12/1/03	Fri 1/2/04
6	1.3 Interview and select consultants to perform technical work tasks	20 days	Mon 1/5/04	Fri 1/30/04
7	1.4 Facilitate technical groups to discuss technical analyses	0 days	Fri 10/3/03	Fri 10/3/03
8	1.5 Provide verbal/written presentations to Bi-State Committee, local agency and jurisdiction staff	0 days	Mon 10/13/03	Mon 10/13/03
9	1.6 Meet regularly with Working Group	0 days	Thu 9/30/04	Thu 9/30/04
10	1.7 Prepare memoranda with recommendations that integrate findings by other consultants	0 days	Mon 12/15/03	Mon 12/15/03
11	1.8 Prepare monthly progress reports	0 days	Fri 10/3/03	Fri 10/3/03
12	**2.0 Project Scoping and Refinement**	0 days	Fri 10/3/03	Fri 10/3/03
13	**Budget: $1,200,000**	0 days	Fri 10/3/03	Fri 10/3/03
14	**Budget Remaining:**	0 days	Fri 10/3/03	Fri 10/3/03
15	2.1 Define Purpose and Need	1 day	Fri 10/3/03	Fri 10/3/03
16	2.2 Review Freight Study and I-5 Final Strategic Plan recommendations	1 day	Fri 10/3/03	Fri 10/3/03
17	2.3 Refine conceptual engineering including development of 3D perspectives	1 day	Fri 10/3/03	Fri 10/3/03
18	2.4 Revise estimated schedules	1 day	Fri 10/3/03	Fri 10/3/03
19	2.5 Revise estimated costs	1 day	Fri 10/3/03	Fri 10/3/03
20	2.6 Prepare specific project descriptions, benefits and risks	1 day	Fri 10/3/03	Fri 10/3/03
21	2.7 Conduct CEVP analysis	1 day	Fri 10/3/03	Fri 10/3/03
22	2.8 Determine "null" project for PPI analysis	1 day	Fri 10/3/03	Fri 10/3/03
23	2.9 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
24	**3.0 Funding Options and Financial Feasibility*** **	0 days	Fri 10/3/03	Fri 10/3/03
25	**Budget: $400,000**	0 days	Fri 10/3/03	Fri 10/3/03
26	**Budget Remaining:**	0 days	Fri 10/3/03	Fri 10/3/03
27	3.1 Develop list of federal, state and local funding sources for constructing new project	1 day	Fri 10/3/03	Fri 10/3/03
28	3.2 Evaluate sources in terms of applicability, funding capacity and likelihood of acceptance	1 day	Fri 10/3/03	Fri 10/3/03
29	3.3 Estimate potential tolling revenues based on preferred tolling option(s)	1 day	Fri 10/3/03	Fri 10/3/03
30	3.4 Prepare funding plan options, including debt service requirements	1 day	Fri 10/3/03	Fri 10/3/03
31	3.5 Prepare preliminary estimates of financial feasibility of constructing project	1 day	Fri 10/3/03	Fri 10/3/03
32	3.6 Prepare preliminary estimates of financial feasibility of operating and maintaining project	1 day	Fri 10/3/03	Fri 10/3/03
33	**4.0 Tolling Options and Traffic Analyses*** **	0 days	Fri 10/3/03	Fri 10/3/03
34	**Budget: $750,000**	0 days	Fri 10/3/03	Fri 10/3/03
35	**Budget Remaining:**	0 days	Fri 10/3/03	Fri 10/3/03
36	4.1 Conduct preliminary research on tolling options and experience in other areas	1 day	Fri 10/3/03	Fri 10/3/03
37	4.2 Develop a list of tolling options for interstate bridges and time of day pricing	1 day	Fri 10/3/03	Fri 10/3/03
38	4.3 Evaluate tolling options if I-5 only and I-5 and I-205 are tolled	1 day	Fri 10/3/03	Fri 10/3/03
39	4.4 Estimate traffic diversion to I-205 from tolling I-5 alone	1 day	Fri 10/3/03	Fri 10/3/03
40	4.5 Prepare estimates of tolling revenue and sensitivity to differing assumptions	1 day	Fri 10/3/03	Fri 10/3/03
41	4.6 Assess impact of tolling on freight movement	1 day	Fri 10/3/03	Fri 10/3/03
42	4.7 Prepare preliminary development/construction timeline	1 day	Fri 10/3/03	Fri 10/3/03
43	**5.0 Legal and Bi-state Organizational Requirements*** **	0 days	Fri 10/3/03	Fri 10/3/03
44	**Budget: $250,000**	0 days	Fri 10/3/03	Fri 10/3/03
45	**Budget Remaining:**	0 days	Fri 10/3/03	Fri 10/3/03
46	5.1 Analyze options for organizational frameworks and legal parameters	1 day	Fri 10/3/03	Fri 10/3/03
47	5.2 Assess need for new statutes establishing broader multi-modal trade corridor	1 day	Fri 10/3/03	Fri 10/3/03



Project: CrossingProject1
Date: Mon 11/3/03

Task | Split | Progress | Milestone | Summary | Rolled Up Task | Rolled Up Split | Rolled Up Milestone | Rolled Up Progress | External Tasks | Project Summary

ID	Task Name	Duration	Start	Finish
48	5.3 Assess current requirements regarding tolling on interstate highways and bridges	1 day	Fri 10/3/03	Fri 10/3/03
49	5.4 Identify issues in Washington/Oregon law affecting funding, constructing and operating I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03
50	5.5 Identify coordination requirements for DOT's to insure consistent management approach	1 day	Fri 10/3/03	Fri 10/3/03
51	5.6 Review Bi-state Compact requirements and evaluate merits for a bridge project	1 day	Fri 10/3/03	Fri 10/3/03
52	5.7 Analyze I-5 bridge-only project and potential legal and regulatory difficulties of a broader proposal	1 day	Fri 10/3/03	Fri 10/3/03
53	5.8 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
54	**6.0 EIS Scope and Methodology**	0 days	Fri 10/3/03	Fri 10/3/03
55	**Budget: $250,000**	0 days	Fri 10/3/03	Fri 10/3/03
56	**Budget Remaining:**	0 days	Fri 10/3/03	Fri 10/3/03
57	6.1 Evaluate alternate approaches for structuring and managing bi-state environmental work including:	1 day	Fri 10/3/03	Fri 10/3/03
58	6.1.1 Identify required environmental permits and potential concurrent review processes	1 day	Fri 10/3/03	Fri 10/3/03
59	6.1.2 Costs, timelines, political and legal risks and pros and cons of various approaches	1 day	Fri 10/3/03	Fri 10/3/03
60	6.1.3 Need for context sensitive design, environmental justice, federal and state agency support	1 day	Fri 10/3/03	Fri 10/3/03
61	6.1.4 Identify, organize, conduct needed outreach activities to insure EIS implementation	1 day	Fri 10/3/03	Fri 10/3/03
62	6.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
63	**7.0 Preliminary Investigations for EIS**	0 days	Fri 10/3/03	Fri 10/3/03
64	**Budget: $500,000**	0 days	Fri 10/3/03	Fri 10/3/03
65	**Budget Remaining:**	0 days	Fri 10/3/03	Fri 10/3/03
66	7.1 Conduct the following preliminary EIS investigations including but not limited to:	1 day	Fri 10/3/03	Fri 10/3/03
67	7.1.1 Subarea land use/transportation planning	1 day	Fri 10/3/03	Fri 10/3/03
68	7.1.2 Air quality and other environmental analysis	1 day	Fri 10/3/03	Fri 10/3/03
69	7.1.3 Supplemental traffic or freight analysis	1 day	Fri 10/3/03	Fri 10/3/03
70	7.1.4 Analysis of performance of I-205 using new traffic projections assuming diversion from tolled I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03
71	7.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
72	**8.0 Communication Plan**	0 days	Fri 10/3/03	Fri 10/3/03
73	**Budget: $150,000**	0 days	Fri 10/3/03	Fri 10/3/03
74	**Budget Remaining:**	0 days	Fri 10/3/03	Fri 10/3/03
75	8.1 Prepare public information, community outreach and media plan including (e.g.):	1 day	Fri 10/3/03	Fri 10/3/03
76	8.1.1 Web site updates and surveys	1 day	Fri 10/3/03	Fri 10/3/03
77	8.1.2 Community work groups	1 day	Fri 10/3/03	Fri 10/3/03
78	8.1.3 Speakers bureau	1 day	Fri 10/3/03	Fri 10/3/03
79	8.1.4 Open Houses	1 day	Fri 10/3/03	Fri 10/3/03
80	8.1.5 Community mailings	1 day	Fri 10/3/03	Fri 10/3/03
81	8.1.6 Community events	1 day	Fri 10/3/03	Fri 10/3/03
82	8.1.7 Staffing requirements	1 day	Fri 10/3/03	Fri 10/3/03
83				
84	11/03/03	0 days	Fri 10/3/03	Fri 10/3/03
85	***Geoff Larkin Group	0 days	Fri 10/3/03	Fri 10/3/03



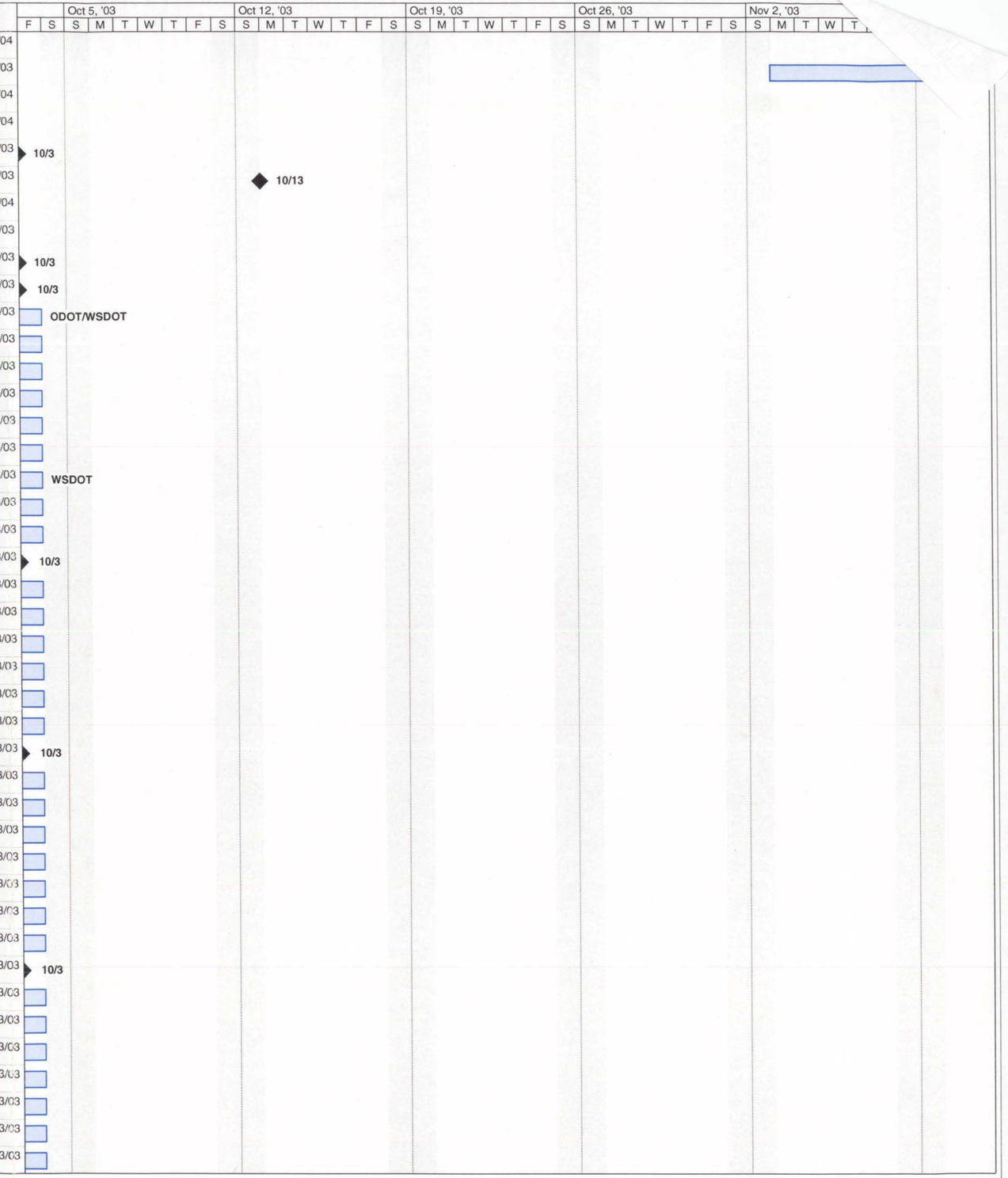
Prepare SOW for Other Consultants

Larkin Technical Tasks

Project: CrossingProject1
Date: Mon 11/3/03

Task | Split | Progress | Milestone | Summary | Rolled Up Task | Rolled Up Split | Rolled Up Milestone | Rolled Up Progress | External Tasks | Project Summary

ID	Task Name	Duration	Start	Finish
1	**1.0 Project Management*** **	0 days	Thu 9/30/04	Thu 9/30/04
2	1.1 Prepare overall work plan including statement of work for technical analyses and delivery schedule	20 days	Mon 11/3/03	Fri 11/28/03
3	1.2 Prepare technical statement of works for other consultants	25 days	Mon 12/1/03	Fri 1/2/04
4	1.3 Interview and select consultants to perform technical work tasks	20 days	Mon 1/5/04	Fri 1/30/04
5	1.4 Facilitate technical groups to discuss technical analyses	0 days	Fri 10/3/03	Fri 10/3/03
6	1.5 Provide verbal/written presentations to Bi-State Committee, local agency and jurisdiction staff	0 days	Mon 10/13/03	Mon 10/13/03
7	1.6 Meet regularly with Working Group	0 days	Thu 9/30/04	Thu 9/30/04
8	1.7 Prepare memoranda with recommendations that integrate findings by other consultants	0 days	Mon 12/15/03	Mon 12/15/03
9	1.8 Prepare monthly progress reports	0 days	Fri 10/3/03	Fri 10/3/03
10	**2.0 Project Scoping and Refinement**	0 days	Fri 10/3/03	Fri 10/3/03
11	2.1 Define Purpose and Need	1 day	Fri 10/3/03	Fri 10/3/03
12	2.2 Review Freight Study and I-5 Final Strategic Plan recommendations	1 day	Fri 10/3/03	Fri 10/3/03
13	2.3 Refine conceptual engineering including development of 3D perspectives	1 day	Fri 10/3/03	Fri 10/3/03
14	2.4 Revise estimated schedules	1 day	Fri 10/3/03	Fri 10/3/03
15	2.5 Revise estimated costs	1 day	Fri 10/3/03	Fri 10/3/03
16	2.6 Prepare specific project descriptions, benefits and risks	1 day	Fri 10/3/03	Fri 10/3/03
17	2.7 Conduct CEVP analysis	1 day	Fri 10/3/03	Fri 10/3/03
18	2.8 Determine "null" project for PPI analysis	1 day	Fri 10/3/03	Fri 10/3/03
19	2.9 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
20	**3.0 Funding Options and Financial Feasibility*** **	0 days	Fri 10/3/03	Fri 10/3/03
21	3.1 Develop list of federal, state and local funding sources for constructing new project	1 day	Fri 10/3/03	Fri 10/3/03
22	3.2 Evaluate sources in terms of applicability, funding capacity and likelihood of acceptance	1 day	Fri 10/3/03	Fri 10/3/03
23	3.3 Estimate potential tolling revenues based on preferred tolling option(s)	1 day	Fri 10/3/03	Fri 10/3/03
24	3.4 Prepare funding plan options, including debt service requirements	1 day	Fri 10/3/03	Fri 10/3/03
25	3.5 Prepare preliminary estimates of financial feasibility of constructing project	1 day	Fri 10/3/03	Fri 10/3/03
26	3.6 Prepare preliminary estimates of financial feasibility of operating and maintaining project	1 day	Fri 10/3/03	Fri 10/3/03
27	**4.0 Tolling Options and Traffic Analyses*** **	0 days	Fri 10/3/03	Fri 10/3/03
28	4.1 Conduct preliminary research on tolling options and experience in other areas	1 day	Fri 10/3/03	Fri 10/3/03
29	4.2 Develop a list of tolling options for interstate bridges and time of day pricing	1 day	Fri 10/3/03	Fri 10/3/03
30	4.3 Evaluate tolling options if I-5 only and I-5 and I-205 are tolled	1 day	Fri 10/3/03	Fri 10/3/03
31	4.4 Estimate traffic diversion to I-205 from tolling I-5 alone	1 day	Fri 10/3/03	Fri 10/3/03
32	4.5 Prepare estimates of tolling revenue and sensitivity to differing assumptions	1 day	Fri 10/3/03	Fri 10/3/03
33	4.6 Assess impact of tolling on freight movement	1 day	Fri 10/3/03	Fri 10/3/03
34	4.7 Prepare preliminary development/construction timeline	1 day	Fri 10/3/03	Fri 10/3/03
35	**5.0 Legal and Bi-state Organizational Requirements*** **	0 days	Fri 10/3/03	Fri 10/3/03
36	5.1 Analyze options for organizational frameworks and legal parameters	1 day	Fri 10/3/03	Fri 10/3/03
37	5.2 Assess need for new statutes establishing broader multi-modal trade corridor	1 day	Fri 10/3/03	Fri 10/3/03
38	5.3 Assess current requirements regarding tolling on interstate highways and bridges	1 day	Fri 10/3/03	Fri 10/3/03
39	5.4 Identify issues in Washington/Oregon law affecting funding, constructing and operating I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03
40	5.5 Identify coordination requirements for DOT's to insure consistent management approach	1 day	Fri 10/3/03	Fri 10/3/03
41	5.6 Review Bi-state Compact requirements and evaluate merits for a bridge project	1 day	Fri 10/3/03	Fri 10/3/03
42	5.7 Analyze I-5 bridge-only project and potential legal and regulatory difficulties of a broader proposal	1 day	Fri 10/3/03	Fri 10/3/03



Project: CrossingProject1
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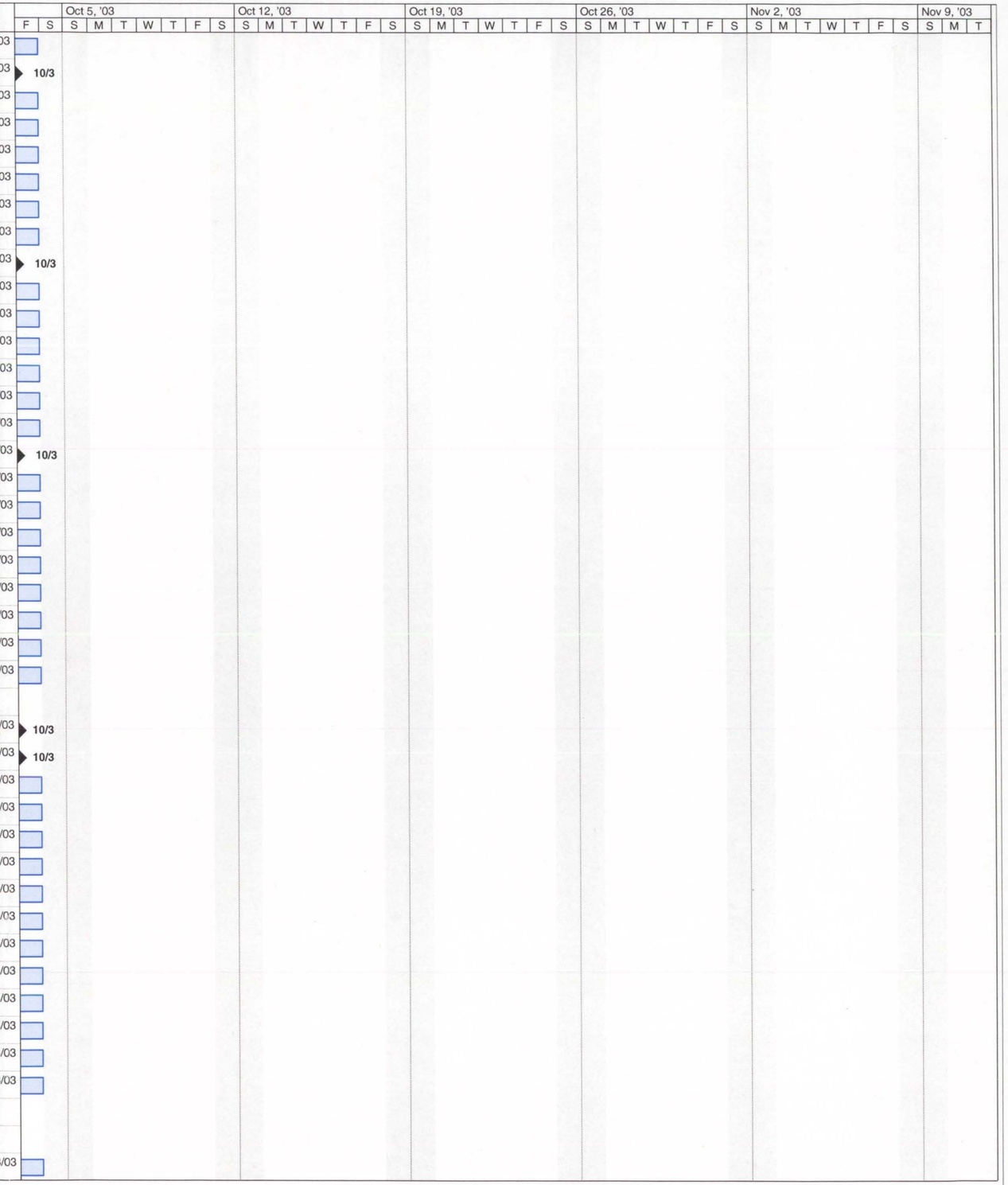
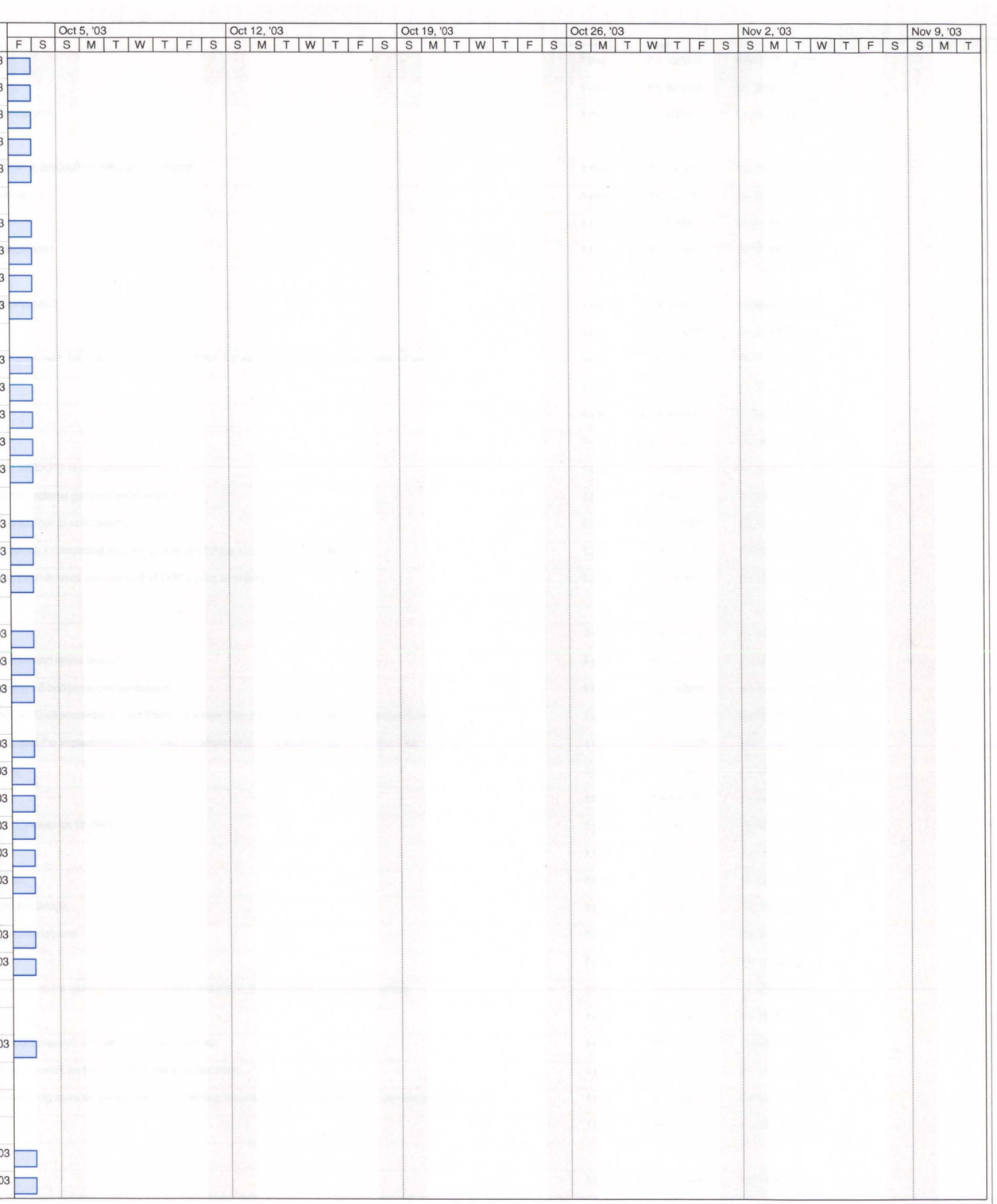
Task | Progress | Summary | Rolled Up Split | Rolled Up Progress | Project Summary
Split | Milestone | Rolled Up Task | Rolled Up Milestone | External Tasks

ID	Task Name	Duration	Start	Finish
43	5.8 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
44	**6.0 EIS Scope and Methodology**	0 days	Fri 10/3/03	Fri 10/3/03
45	6.1 Evaluate alternate approaches for structuring and managing bi-state environmental work including:	1 day	Fri 10/3/03	Fri 10/3/03
46	6.1.1 Identify required environmental permits and potential concurrent review processes	1 day	Fri 10/3/03	Fri 10/3/03
47	6.1.2 Costs, timelines, political and legal risks and pros and cons of various approaches	1 day	Fri 10/3/03	Fri 10/3/03
48	6.1.3 Need for context sensitive design, environmental justice, federal and state agency support	1 day	Fri 10/3/03	Fri 10/3/03
49	6.1.4 Identify, organize, conduct needed outreach activities to insure EIS implementation	1 day	Fri 10/3/03	Fri 10/3/03
50	6.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
51	**7.0 Preliminary Investigations for EIS**	0 days	Fri 10/3/03	Fri 10/3/03
52	7.1 Conduct the following preliminary EIS investigations including but not limited to:	1 day	Fri 10/3/03	Fri 10/3/03
53	7.1.1 Subarea land use/transportation planning	1 day	Fri 10/3/03	Fri 10/3/03
54	7.1.2 Air quality and other environmental analysis	1 day	Fri 10/3/03	Fri 10/3/03
55	7.1.3 Supplemental traffic or freight analysis	1 day	Fri 10/3/03	Fri 10/3/03
56	7.1.4 Analysis of performance of I-205 using new traffic projections assuming diversion from tolled I-5 bridge	1 day	Fri 10/3/03	Fri 10/3/03
57	7.2 Prepare Technical Report	1 day	Fri 10/3/03	Fri 10/3/03
58	**8.0 Communication Plan**	0 days	Fri 10/3/03	Fri 10/3/03
59	8.1 Prepare public information, community outreach and media plan including (e.g.):	1 day	Fri 10/3/03	Fri 10/3/03
60	8.1.1 Web site updates and surveys	1 day	Fri 10/3/03	Fri 10/3/03
61	8.1.2 Community work groups	1 day	Fri 10/3/03	Fri 10/3/03
62	8.1.3 Speakers bureau	1 day	Fri 10/3/03	Fri 10/3/03
63	8.1.4 Open Houses	1 day	Fri 10/3/03	Fri 10/3/03
64	8.1.5 Community mailings	1 day	Fri 10/3/03	Fri 10/3/03
65	8.1.6 Community events	1 day	Fri 10/3/03	Fri 10/3/03
66	8.1.7 Staffing requirements	1 day	Fri 10/3/03	Fri 10/3/03
67				
68	11/03/03	0 days	Fri 10/3/03	Fri 10/3/03
69	***Geoff Larkin Group	0 days	Fri 10/3/03	Fri 10/3/03
70	**NEXT STEPS AND IMPLEMENTATION: EIS and Design Scope of Work**	1 day	Fri 10/3/03	Fri 10/3/03
71	**Project Management**	1 day	Fri 10/3/03	Fri 10/3/03
72	Scope/Schedule/Budget	1 day	Fri 10/3/03	Fri 10/3/03
73	Establish bi-state project team	1 day	Fri 10/3/03	Fri 10/3/03
74	- organize team	1 day	Fri 10/3/03	Fri 10/3/03
75	- organization chart	1 day	Fri 10/3/03	Fri 10/3/03
76	- staffing	1 day	Fri 10/3/03	Fri 10/3/03
77	-select consultants from ODOT on-call list	1 day	Fri 10/3/03	Fri 10/3/03
78	- request for qualifications for WSDOT on-call consultant list	1 day	Fri 10/3/03	Fri 10/3/03
79	-co-location	1 day	Fri 10/3/03	Fri 10/3/03
80	Program Controls	1 day	Fri 10/3/03	Fri 10/3/03
81	-develop work breakdown structure (WBS)	1 day	Fri 10/3/03	Fri 10/3/03
82				
83				
84	**TECHNICAL**	1 day	Fri 10/3/03	Fri 10/3/03



ID	Task Name	Duration	Start	Finish
85	***Additional Transit Capacity and Service**	1 day	Fri 10/3/03	Fri 10/3/03
86	- Light rail loop system, including feeder buses, and new and expanded park and ride lots, should be established in Clark County.	1 day	Fri 10/3/03	Fri 10/3/03
87	In the interim, bi-state transit needs will continue to be served by express bus.	1 day	Fri 10/3/03	Fri 10/3/03
88	- The light rail loop system should provide transit mobility, both within Clark County and between Washington and Oregon, in the	1 day	Fri 10/3/03	Fri 10/3/03
89	I-5 and I-205 Corridors.	1 day	Fri 10/3/03	Fri 10/3/03
90				
91	***Additional Freeway Capacity**	1 day	Fri 10/3/03	Fri 10/3/03
92	- The transportation issues south of the I-5/Fremont Bridge junction must be addressed and solved. The Mayor of Portland, the	1 day	Fri 10/3/03	Fri 10/3/03
93	Governor of the State of Oregon, and JPACT should join together to appoint a group of public and private sector stakeholders to	1 day	Fri 10/3/03	Fri 10/3/03
94	study and make recommendations for long-term transportation solutions for the entire I-5/I-405 freeway loop.	1 day	Fri 10/3/03	Fri 10/3/03
95				
96	***Bridge and Bridge Influence Area**	1 day	Fri 10/3/03	Fri 10/3/03
97	- In the EIS, the following BIA elements should be studied: 8 or 10 lane freeway concepts; replacement or supplemental bridge; joint	1 day	Fri 10/3/03	Fri 10/3/03
98	use or non-joint use freeway/lrt bridge; 8-lane freeway with joint lrt/2-lane arterial; and HOV throughout the I-5 corridor.	1 day	Fri 10/3/03	Fri 10/3/03
99	- Evaluate whether or not a 6-lane freeway plus two 2-lane arterials, one in the vicinity of the I-5 corridor and one in the vicinity of	1 day	Fri 10/3/03	Fri 10/3/03
100	the railroad bridge, is a viable alternative for consideration in the EIS.	1 day	Fri 10/3/03	Fri 10/3/03
101				
102	***Additional Rail Capacity**	1 day	Fri 10/3/03	Fri 10/3/03
103	-Established Rail Forum to serve as an advisory group to the Bi-State Coordination Committee for the identification of needed rail	1 day	Fri 10/3/03	Fri 10/3/03
104	capacity improvements, highway/rail grade separations, and Port access projects.	1 day	Fri 10/3/03	Fri 10/3/03
105				
106	***Land Use and Land Use Accord**	1 day	Fri 10/3/03	Fri 10/3/03
107	- To protect existing and new capacity and support economic development, RTC and Metro, along with other members of the	1 day	Fri 10/3/03	Fri 10/3/03
108	current Bi-State Transportation Committee, should adopt and implement the Bi-State Coordination Accord.	1 day	Fri 10/3/03	Fri 10/3/03
109				
110	***Transportation Demand/System Management**	1 day	Fri 10/3/03	Fri 10/3/03
111	- …the Region should maintain and strengthen the regional TDM and TSM programs on both sides of the river.	1 day	Fri 10/3/03	Fri 10/3/03
112	- The regional partners should begin planning for TDM/TSM measures necessary during the construction of the I-5 Corridor	1 day	Fri 10/3/03	Fri 10/3/03
113	improvements.	1 day	Fri 10/3/03	Fri 10/3/03
114	- TDM and TSM strategies from the I-5 TDM/TSM Corridor Plan should be evaluated further in the environmental process for the	1 day	Fri 10/3/03	Fri 10/3/03
115	I-5 Corridor improvements. The TDM/TSM strategies should be part of any final I-5 Corridor project.	1 day	Fri 10/3/03	Fri 10/3/03
116				
117	***Environmental Justice**	1 day	Fri 10/3/03	Fri 10/3/03
118	start here	1 day	Fri 10/3/03	Fri 10/3/03
119				
120				
121	***Financing Options**	1 day	Fri 10/3/03	Fri 10/3/03
122				
123				
124				
125	***DEFINE PROJECT PARAMETERS**	1 day	Fri 10/3/03	Fri 10/3/03
126	- EIS methodology, schedule and budget	1 day	Fri 10/3/03	Fri 10/3/03



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Task | Progress | Summary | Rolled Up Split | Rolled Up Progress | Project Summary
Split | Milestone | Rolled Up Task | Rolled Up Milestone | External Tasks

ID	Task Name	Duration	Start	Finish
169	*Parallel to the EIS process a plan for funding the highway and transit capital expenditures should be developed.	1 day	Fri 10/3/03	Fri 10/3/03
170				
171	*Public Private Initiatives*	1 day	Fri 10/3/03	Fri 10/3/03
172				
173				
174	**Community**	1 day	Fri 10/3/03	Fri 10/3/03
175	*Environmental Justice*	1 day	Fri 10/3/03	Fri 10/3/03
176	*A community enhancement fund for use in the impacted areas in the I-5 Corridor in Oregon and Washington should be established.	1 day	Fri 10/3/03	Fri 10/3/03
177	Such a fund would be in addition to any impact mitigation costs identified through an environmental impact statement and would be	1 day	Fri 10/3/03	Fri 10/3/03
178	modeled conceptually after the "1% for Arts" program, the I-405 Mitigation Fund and the St John's Landfill Mitigation Fund.	1 day	Fri 10/3/03	Fri 10/3/03
179				
180	*A Public Involvement and Environmental Justice Working Groups should be formed at the beginning of the EIS. Working Group	1 day	Fri 10/3/03	Fri 10/3/03
181	Members should include representatives from EJ communities along the corridor. The Public Involvement working group should	1 day	Fri 10/3/03	Fri 10/3/03
182	address public outreach. The Environmental Justice working group membership should include liaisons to the Public Involvement	1 day	Fri 10/3/03	Fri 10/3/03
183	working group to ensure community concerns are incorporated into the EIS and that adequate emphasis is placed on the potential	1 day	Fri 10/3/03	Fri 10/3/03
184	impacts and benefits to low income and minority communities.	1 day	Fri 10/3/03	Fri 10/3/03
185				
186	*Continued work should be done to complete a list of communities, organizations and agencies to outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03
187	minority communities during the EIS process.	1 day	Fri 10/3/03	Fri 10/3/03
188				
189	*ODOT and WSDOT, in cooperation with the potentially impacted communities, should develop a methodology and criteria to map	1 day	Fri 10/3/03	Fri 10/3/03
190	low income and minority communities in areas potentially affected by the recommendations from the I-5 Partnership.	1 day	Fri 10/3/03	Fri 10/3/03
191				
192	*A list of potential positive and negative community impacts were identified by the stakeholders and should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03
193	process to be used as a beginning point to conduct further analysis on impacts.	1 day	Fri 10/3/03	Fri 10/3/03
194				
195	*During the EIS process, special attention needs to be paid in conducting outreach to low-income and minority residents in the	1 day	Fri 10/3/03	Fri 10/3/03
196	study area. Community stakeholders generated a list of outreach and involvement ideas. This list should be taken into the EIS	1 day	Fri 10/3/03	Fri 10/3/03
197	process and used as the basis to develop a public outreach and involvement plan that includes outreach to low income and	1 day	Fri 10/3/03	Fri 10/3/03
198	minority communities.	1 day	Fri 10/3/03	Fri 10/3/03
199				
200				
201	**Office notes:**	1 day	Fri 10/3/03	Fri 10/3/03
202	Designate PM responsibility (public or private PM with regional perspective on either side of the River) by task	1 day	Fri 10/3/03	Fri 10/3/03
203	DOT's retain their stewardship responsibilities	1 day	Fri 10/3/03	Fri 10/3/03
204	*indicates recommendations and work activities from the Final Strategic Plan - whether funded or not by current dollars.	1 day	Fri 10/3/03	Fri 10/3/03
205	Hire environmental manager, landscape architect	1 day	Fri 10/3/03	Fri 10/3/03
206	Develop screening criteria for crossing recommendations	1 day	Fri 10/3/03	Fri 10/3/03
207	Message: safety; reliability;	1 day	Fri 10/3/03	Fri 10/3/03

COLUMBIA RIVER CROSSING - DRAFT 1-20-04

EPM Part 300

	Project Development and Delivery Process[a]	Technical Activities and Deliverables	Context Sensitive Decisions and Milestones	Overall Deliverable Schedule	Overall Project Budget	Designated Lead	ODOT Work Plan $3.9 M	Effect on Deliverable Schedule	WSDOT Work Plan $3.0 M	Other Add'n Funding
Planning Phase	Comprehensive Planning, Transportation Plan (WTP) and CIPP[b]	Coordination	Plans Adopted	March, 2004	$100,000	WSDOT			X	
	Decision Making Process *Public Attitudes*	Clarify Jurisdictional Priorities, Roles		May, 2004	$175,000	WSDOT Consultant			X	
	Project Definition		Visioning Exercises, Design Concepts							
		Identify Measures of Success		June, 2004	$75,000	WSDOT			X	
			Project Partnerships Formalized							
	Define Project Objectives	Identify Coordination LOS[d] Standards		June, 2004	$75,000	WSDOT			X	
	Scope Issues for DEIS *Intergovernmental Coordination* Coordinate with IPP Travel Demand Forecasting and Analysis *Communication Plan* *Engineering Assistance* *Environmental Assistance* Tolling Options Financial Analysis Legal Requirements	Identify Critical Decision Issues		July, 2005	$3,900,000	ODOT Consultant/ WSDOT Consultant	X	+7 months		
	Define Project, Preliminary Scoping, Schedule and Cost	Project Programming		March, 2004	$50,000	WSDOT			X	
Definition Phase		Funding Applications		Ongoing	$75,000	WSDOT			X	
		Development Guidelines Complete[e]		Dec, 2004	$150,000	WSDOT			X	
			Master Developer & EIS Consultant	August, 2004						
Subtotal					$4,600,000					
Design Phase	Interdisciplinary Team Public Involvement Plan, Scoping	Study Plan		Feb, 2005	$150,000	EIS Consultant			X	
	Gather Data	Preliminary Engineering - 30%		Dec, 2006	$68,000,000	Master Developer			X	X
	Develop and Evaluate Alternatives		Identify Critical Issues							
		Discipline Reports		Dec, 2006	$2,500,000	EIS Consultant				X
		Permit/ BA Planning		Dec, 2006	$500,000	EIS Consultant				X
		Draft EIS		July, 2007	$20,000,000	EIS Consultant				X
	Select Preferred Alternative and Prepare Design Report		Final Environmental Documents ROD[f]							
	Design Approved	Project Summary and Design File		Jan, 2008	$10,000,000	EIS Consultant				X
Subtotal					$101,150,000					
Plans, Specifications, and Estimate Phase	Prepare Preliminary PS & E	Final Environmental Impact Mitigation Plan		2009	$45,000,000	Master Developer				X
	Obtain R/W	Receive Regulatory Agency Permit		2009	$14,000,000	Master Developer				X
	Finalize PS & E	Plans, Specifications and Estimates		2010	$159,000,000	Master Developer				X
	Ad Date									
Subtotal					$218,000,000					
Construction Phase	Mobilization	Traffic Management Plan			$51,000,000	Master Developer				X
	Clearing and Grading		Ground Breaking							
	Roadway Construction, Structures	Public Announcement as Needed			$844,000,000	Master Developer				X
	Paving, Striping		Ribbon Cutting		$12,000,000	Master Developer				X
Subtotal					$907,000,000					
EST. HIGHWAY COST					$1,230,000,000		$3,900,000		$850,000 (h)	$1,225,250,000
EST. LRT COST					$70,000,000					
EST. TOTAL PROJECT COST					$1,300,000,000 (g)					

(a) WSDOT Managing Project Delivery Process initiated
(b) Capital Improvement Preservation Program
(c) Environmental Procedures Manual
(d) Level of Service
(e) Should include Environmental Review Summary, Draft and Final Project Definition
(f) Record of Decision
(g) Final Strategic Plan Option 7 illustrated
(h) Remaining funds to EIS

COLUMBIA RIVER CROSSING - DRAFT 1-20-04

Vancouver

	Project Development and Delivery Process(a)	Technical Activities and Deliverables	Context Sensitive Decisions and Milestones	Overall Deliverable Schedule	Overall Project Budget	Designated Lead	ODOT Work Plan $3.9 M	Effect on Deliverable Schedule	WSDOT Work Plan $3.0 M	Other Add'n Funding
EPM Part 300										
Planning Phase	Comprehensive Planning, Transportation Plan (WTP) and CIPP(b)	Coordination	Plans Adopted	March, 2004	$100,000	WSDOT			X	
	Decision Making Process *Public Attitudes*	Clarify Jurisdictional Priorities, Roles		May, 2004	$175,000	WSDOT Consultant			X	
	Project Definition		Visioning Exercises, Design Concepts							
		Identify Measures of Success		June, 2004	$75,000	WSDOT			X	
			Project Partnerships Formalized							
	Define Project Objectives	Identify Coordination LOS(d) Standards		June, 2004	$75,000	WSDOT			X	
	Scope Issues for DEIS *Intergovernmental Coordination* Coordinate with IPP Travel Demand Forecasting and Analysis *Communication Plan* *Engineering Assistance* *Environmental Assistance* Tolling Options Financial Analysis Legal Requirements	Identify Critical Decision Issues		July, 2005	$3,900,000	ODOT Consultant/ WSDOT Consultant	X	+7 months		
Definition Phase	Define Project, Preliminary Scoping, Schedule and Cost	Project Programming		March, 2004	$50,000	WSDOT			X	
		Funding Applications		Ongoing	$75,000	WSDOT			X	
		Development Guidelines Complete(e)		Dec, 2004	$150,000	WSDOT			X	
			Master Developer & EIS Consultant	August, 2004						
	Subtotal				$4,600,000					
EPM Part 400										
Design Phase	Interdisciplinary Team Public Involvement Plan, Scoping	Study Plan		Feb, 2005	$150,000	EIS Consultant			X	
	Gather Data	Preliminary Engineering - 30%		Dec, 2006	$68,000,000	Master Developer			X	X
			Identify Critical Issues							
	Develop and Evaluate Alternatives	Discipline Reports		Dec, 2006	$2,500,000	EIS Consultant				X
		Permit/ BA Planning		Dec, 2006	$500,000	EIS Consultant				X
		Draft EIS		July, 2007	$20,000,000	EIS Consultant				X
	Select Preferred Alternative and Prepare Design Report		Final Environmental Documents ROD(f)							
	Design Approved	Project Summary and Design File		Jan, 2008	$10,000,000	EIS Consultant				X
	Subtotal				$101,150,000					
Plans, Specifications, and Estimate Phase	Prepare Preliminary PS & E	Final Environmental Impact Mitigation Plan		2009	$45,000,000	Master Developer				X
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	Finalize PS & E	Plans, Specifications and Estimates		2010	$159,000,000	Master Developer				X
	Ad Date									
	Subtotal				$218,000,000					
Construction Phase	Mobilization	Traffic Management Plan			$51,000,000	Master Developer				X
	Clearing and Grading		Ground Breaking							
	Roadway Construction, Structures	Public Announcement as Needed			$844,000,000	Master Developer				X
	Paving, Striping		Ribbon Cutting		$12,000,000	Master Developer				X
	Subtotal				$907,000,000					
	EST. HIGHWAY COST				$1,230,000,000		$3,900,000		$850,000 (h)	$1,225,250,000
	EST. LRT COST				$70,000,000					
	EST. TOTAL PROJECT COST				$1,300,000,000 (g)					

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