

Columbia River Crossing Program

Alternatives for pursuing the CRC program: *first preference*

Description of the CRC Program:

- development of a regional transportation solution for the Interstate Triangle bounded by I-5, I-205, and I-84 driven by the need to replace the I-5 bridge across the Columbia River
- provide an integrated solution that takes into account the priorities of the local and state agencies on both sides of the bi-state areas affected by the Interstate Triangle
- focus the scope, funding, and expedited delivery requirements on the economic development impacts of the program designed to deliver the bi-state regional transportation solution for the Interstate Triangle
- utilize innovative means of lowering costs, shortening schedules for delivery, and integrating the CRC program into the established regional transportation prioritization process
- include in the scope as a minimum the recommended improvement projects identified in the I-5 corridor study, and priority projects within the Interstate Triangle identified by the local agencies on both sides of the river
- address the associated transportation issues of light rail extension, affected truck and rail transportation, etc.
- identify the economic development benefits of the integrated transportation solution provided by the CRC program

Requirements:

- Transparency (need to issue RFQ/RFP)
- competitive selection (can be fast-track)
- contracting with an entity able to:
 - work collaboratively with ODOT/WSDOT from the inception of the program through each phase to completion
 - coordinate the preliminary community assessment and political work necessary for the program
 - assist in development of, and collaboration on, the financing plan, delivery strategies, and organizational management
 - work both as general engineering consultant *and* master developer in partnership with the DOT's [*GEC/MD*]
 - work with the DOT's to structure the scope of the program and coordinate with the DOT's separate EIS contractor (required by Federal Highways pending rules)

- work with the DOT's to structure an implementation plan for the downstream program components, and project contract packages
- manage the contractors who are selected to do the detailed design and construction of the project packages, but be capable of doing the work themselves if desirable as the appropriate implementation plan is developed
- scope description of the RFP very similar to I-405, with exceptions noted in italics:
 - qualifications include design-build management, expertise in major project design, financing and financial structuring experience
 - scope of work will include collaborative work with WSDOT/ODOT to set project scope and delivery goals, work with EIS contractor in preparation of EIS, work with DOT's to develop a funding strategy, work with community and local government agencies to establish priorities and support for the overall project
 - the scope of work will also include full responsibility for project delivery and organizational strategy development and implementation, project management, design-build and construction management, technical and managerial staff support
 - the DOT's may add additional assignments at their option
 - *EIS preparation work will not be included in this RFP scope; the contractor will be required to work with and collaborate on the preparation of the EIS by a separate contractor to the DOT's*
 - *The General Engineering Contractor/Master Developer [GEC/MD] will not be precluded from participating from downstream design-build or other implementation contracts, but the implementation strategy developed during the initial phase of the program will require identification of appropriate firewalls if the GEC/MD declares an interest in participating in specific downstream contracting packages. Declaration of interest will be required by the completion of the EIS, so that appropriate contracting strategies can be selected by the DOTs and employed in the selection processes for affected downstream work.*

Process of Selection:

- issuance of an RFQ/RFP package that would result in selection of the GEC/MD on a fast-track basis (borrowing heavily from the I-405 documents as appropriately amended)
- the nature and scope of the RFQ/RFP package should focus on proposals to partner with the DOT's to develop an overall integrated solution for the transportation issues in the Interstate Triangle, and a funding and delivery strategy that will deliver lower cost and earlier production of the economic development benefits of the improvements
- suggest that a 30-day requirement for submittals and a 30-day evaluation period is reasonable for the program, given the nature of the working

relationship with the DOT's and the maintenance of control over the program within the DOT's

- utilization of the monies available in 2003 to get the process started

Overall Objectives:

- establishment of a collaborative, partnering working relationship between the DOT's and the GEC/MD
- establishment of a funding strategy to support the front-end preparation of community work, data collection, scope definition and tools necessary to deliver a regional transportation solution to the Columbia River Crossing area of influence
- establishment of **economic development impacts** and objectives for the CRC program and affected areas
- establishment of project delivery expectations and funding sources to support these expectations
- establishment of regional agency support and prioritization of specific projects within the CRC program, and execution of MOU's to document program definition and implementation strategies
- development of a plan of integration with transportation projects being undertaken outside the boundaries of the CRC program scope
- collaboration with the EIS contractor in preparation of the EIS for the developed scope of the program
- develop program scope, schedule and budget as required to support any funding requests or public vote requirements for the CRC program

**CITY OF SEATTLE
REQUEST FOR STATEMENT OF QUALIFICATIONS
CONSULTANT SERVICES**

Project: Mercer Corridor Project

GENERAL INFORMATION

The City of Seattle, through its Seattle Department of Transportation (SDOT), requests Statements of Qualifications (SOQ) from qualified environmental or engineering consultants for the Mercer Corridor Project.

The Scope of Work described below may be done in phases. It is the intention of SDOT to use the same consultant for all phases, subject to satisfactory performance by the consultant in each phase. Additional phases and/or other related work will be by amendment(s) to the original agreement for this work.

SCOPE OF WORK

The Mercer Corridor project involves potential vehicular and pedestrian improvements in the Mercer Street corridor (including Mercer Street, Valley Street and Roy Street) between the I-5 on/off ramps at Fairview Avenue North and Dexter Avenue North in the South Lake Union neighborhood.

The Scope of Work for this project includes, but is not limited to the following:

1. NEPA/SEPA Scoping
 - Assist the Lead Agencies in project scoping as needed
 - Provide sufficient analysis and engineering to support the scoping phase
 - Assist the Lead Agencies in preparing for and conducting public scoping hearing(s) on the project as well as other outreach during the scoping phase.
 - Assist the Lead Agencies in identifying alternatives to include in the EIS analysis.
2. NEPA/SEPA Environmental Impact Statement
 - Assist the Lead Agencies in preparing Draft and Final Study Plans
 - Prepare (draft and final) Discipline Reports (including 4(f) and 106 documentation) to document environmental studies related to the project in accordance with WSDOT procedures.
 - Assist the Lead Agencies in preparing Preliminary & Final Recommendations per WSDOT guidelines
 - Prepare Preliminary Draft Environmental Impact Statement for City, WSDOT and FHWA review and approval.
 - Prepare Draft Environmental Impact Statement for public and agency review.
 - Assist the Lead Agencies in preparing for and conducting the public hearing(s) on the project as well as other outreach during the DEIS review period
 - Prepare Preliminary Final Environmental Impact Statement for City, WSDOT and FHWA review and approval.
 - Prepare Final Environmental Impact Statement for public and agency distribution.
 - Assist the Lead Agencies in the preparing of the Commitment File & Tracking System and the Administrative Record
3. Endangered Species Act (ESA)
Prepare ESA Biological Assessment for the project following applicable federal and state guidelines.
4. Hazardous Waste Site Evaluations
 - Conduct Phase I site assessments on right-of-way properties slated for acquisition.
 - Conduct Phase II site assessments on right-of-way properties if determined to be needed following Phase I assessments.

5. **Public Involvement Assistance**
Assist the City's project team in preparing and implementing a public involvement plan for the project. The plan could begin with project scoping and continue through issuance of the FEIS.
6. **Preliminary Engineering for the EIS**
Provide sufficient engineering to support development of the EIS, including preliminary geometric alignments and profiles, conceptual layout, utility analysis, conceptual cost estimates and right-of-way needs.
7. **Preliminary Engineering for the Preferred Alternative**
Prepare preliminary (30%) design for the preferred alternative. 30% Preliminary Design would include, but not be limited to, base maps, geometric alignment and profiles, layout, channelization, etc.

ANTICIPATED SCHEDULE / COST

The project is anticipated to cost between \$2,000,000 and \$2,500,000 with the time of performance expected to be between January 2004 and May 2006.

SELECTION PROCESS

Seattle Department of Transportation will use a one-step process for selecting a consultant. All consultants submitting their qualifications will be evaluated and interviews may be conducted using a shortlist.

The following is an outline that you must follow in your SOQ. SOQs will be evaluated using the points assigned to each of the following criteria:

A. Qualifications

1. Describe your team's specific background and experience in NEPA/SEPA EIS's, discipline reports using WSDOT guidelines, biological assessments, and public involvement activities involving environmental review processes and conceptual designs. (25 points)
2. Describe your team's specific background and experience in engineering and design of urban arterial streets and incorporating local urban design preferences and WSDOT design guidelines. (20 points)
3. Describe your team's experience working on similar projects in complex urban communities and familiarity with the project area. (10 points).
4. Describe your team's experience in working with WSDOT and FHWA on similar projects with an expedited schedule. (10 points)
5. Identify your Project Manager's background and experience in the above criteria. (20 points)
6. Identify other key personnel and describe their background and experience in the criteria above. (10 points)
7. Describe your key personnel's availability during the timeframe for the project. (5 points)

100 TOTAL POINTS AVAILABLE

B. References

1. Submit specific references, including name of client, mailing address, telephone number and contact person, which demonstrate the firm's experience and success in performing work similar to this project. References will not be scored but will be used to verify qualifications, which may affect the rating of the respondent.

C. Resumes

1. Attach the resumes of the major project team members. The resumes should be no more than three (3) pages per person. Information in the resumes will allow better evaluation of experience in A. above but will not be scored separately.

ADMINISTRATIVE DETAILS

SOQs shall be limited to a maximum of 15 pages, not including attachments and resumes, and shall clearly indicate principal team members and subconsultants if used. Five (5) copies of your SOQ, including attachments should be submitted on a CD ROM. Paper copies will be accepted but are not preferred.

- A. The Disadvantaged Business Enterprise (DBE) requirements of 49 CFR, Part 26 will apply to this project. Participation of DBEs shall be by race-conscious participation, established in accordance with Washington State Department of Transportation *DBE Program Participation Plan*. A mandatory DBE goal of 15% is expected for this project.

B. Non-Discrimination

Consultants or proposers shall not create barriers to open and fair opportunities for WMBEs to participate in all City contracts and to obtain or compete for contracts and subcontracts as sources of supplies, equipment, construction and services. In considering offers from and doing business with subconsultants and suppliers, Consultants or respondents shall not discriminate on the basis of race, color, creed, religion, sex, age, nationality, marital status, sexual orientation or the presence of any mental or physical disability in an otherwise qualified disabled person.

C. Record-Keeping

The selected Consultant shall maintain, for at least 12 months after completion of the resultant Agreement, relevant records and information necessary to document level of utilization of WMBEs and other businesses as subconsultants and suppliers in the resultant Agreement and in its overall public and private business activities. The Consultant or respondent shall also maintain all written quotes, bids, estimates, or proposals submitted to the Consultant or respondent after the date of the issuance of this SOQ by all businesses seeking to participate as subconsultants or suppliers in the resultant Agreement. The City shall have the right to inspect and copy such records. If the resultant Agreement involves federal funds, Consultant shall comply with all record-keeping requirements set forth in any federal rules, regulations or statutes included or referenced in the Agreement.

D. Affirmative Efforts to Utilize WMBEs

The City encourages the utilization of minority owned businesses ("MBEs") and women-owned businesses ("WBEs") (collectively, "WMBEs"), in all City contracts. The City encourages the practices outlined in SMC 20.44 to open competitive opportunities for WMBEs.

E. Sanctions for Violation

Any violation of the mandatory requirements of Paragraphs B and C of this Request for SOQs shall be a material breach of contract for which the Contractor may be subject to damages and sanctions provided for by contract and by applicable law.

F. Nondiscrimination in Employee Benefits

Compliance with SMC Chapter 20.45: The Consultant shall comply with the requirements of SMC Chapter 20.45 and Equal Benefits Program Rules implementing such requirements, under which the Consultant is obligated to provide the same or equivalent benefits (“equal benefits”) to its employees with domestic partners as the Consultant provides to its employees with spouses. At the City’s request, the Consultant shall provide complete information and verification of the Consultant’s compliance with SMC Chapter 20.45. Failure to cooperate with such a request shall constitute a material breach of this Agreement. *(For further information about SMC Chapter. 20.45 and the Equal Benefits Program Rules call (206) 684-0202 or review information at <http://cityofseattle.net/contract/equalbenefits/>).*

- Remedies for Violations of SMC Chapter 20.45: Any violation of Section A9 of this Agreement shall be a material breach of the Agreement for which the City may:
- Require the Consultant to pay liquidated damages in the amount of five hundred dollars (\$500.00 USD) per day for each day that the Consultant is in violation of SMC Chapter 20.45 during the term of the Agreement; or
- In the event the Consultant willfully refuses or repeatedly fails to comply with the requirements of SMC Chapter 20.45, terminate the Agreement; or
- Disqualify the Consultant from bidding on or being awarded a City contract for a period of up to five (5) years; or
- Impose such other remedies as specifically provided for in SMC Chapter 20.45 and the Equal Benefits Program Rules promulgated thereunder.

G. Federal Requirements Regarding Subconsultants

Upon notification of selection the prime Consultant must complete and return to the City the attached “Submittal Information Package”.

The consultant selected must be licensed to do business in the State of Washington and the City of Seattle.

SOQs must be submitted to the following address no latter than 5:00 pm on Monday, December 15, 2003.

**Seattle Department of Transportation
700 Fifth Avenue, Suite 3900
Seattle, Washington 98104**

Attention: Thomas Peloquin

Any questions regarding this Request for SOQs may be directed to SDOT’s Project Manager Eric Tweit at eric.tweit@seattle.gov or (206) 684-8834 by Monday, December 8, 2003. Consultants must limit their contact to this person when seeking information on the project or the selection process. Legal and ethical considerations constrain the contact person, as well as other Department employees or members of the Consultant Evaluation Committee from giving out information on this project or the process which might possibly give an inquiring consultant an advantage over other consultants competing for this contract. Failure to follow this instruction may result in disqualification.

State of Washington
Department of Transportation
Notice to Consultants
On-Call Environmental Services for the Urban
Corridors Organization

The Washington State Department of Transportation (WSDOT) solicits interest from consulting firms who wish to be evaluated and included on a list to be considered for On-Call Environmental Services (ES) for Urban Corridors Projects. The projects are all located in the Puget Sound area and include:

- Alaskan Way Viaduct;
- Sound Transit Regional Express;
- I-405;
- Translake;
- SR 509;
- SR 519;
- SR 167 in Pierce County;
- I-90 Snoqualmie Pass to Easton; and
- Other smaller projects.

WSDOT reserves the right to amend terms of this Request for Qualifications (RFQ) to circulate various Addenda, or to withdraw the RFQ at any time, regardless of how much time and effort vendors have spent on their responses.

WSDOT Urban Corridors Organization (UCO) solicits interest from Consultants to provide On-Call ES. The projects will vary widely and will require expertise in a wide range of disciplines and in the preparation of environmental documentation and biological assessments. UCO will be managing the On-Call Task Order agreements that will be for a minimum of three (3) years. WSDOT intends to award On-Call agreements to all consultants that score at least 80% of the highest scoring submittal. The selected consultants may be required to provide employees at WSDOT owned or leased facilities for an extended period of time with short notice

given by WSDOT. No minimum amount of work is guaranteed under these agreements.

Project Description

The successful consultants will demonstrate the following expertise:

Environmental Services

Consultants must have staff with diverse professional expertise in, but not limited to: wetland and terrestrial resources; fish, water quality, and aquatic resources; landscape architecture; resource planning; air quality and noise; cultural resources; environmental documentation; document production; and other services, including traffic impacts assessment, energy analysis, toxicological assessment, hazardous materials assessments and environmental engineering. These individuals would work on specific tasks or help WSDOT staff for a specified amount of time, working side-by-side with WSDOT staff or other consultants.

It is anticipated that separate advertisements will be issued for hydraulics and traffic services. These categories of work are not included in this advertisement for services.

Note: Sub-consultants shall not be included in a consultant's submittal. All consultants who are interested in responding to the advertisement must submit as a prime consultant. If sub-consultants are included in the submittal, it will be deemed non-responsive.

Please note that the consultants may be asked to coordinate with other consultants on certain projects.

WSDOT intends to contract with multiple consultants for the above On-Call ES over the upcoming three (3) years. Consulting services in subsequent fiscal years are dependent upon funding. The amount of work that will be required will be determined on actual needs.

For all consultants that score at least 80% of the highest scoring submittal and are deemed pre-qualified, WSDOT may request that any, or all of the pre-qualified On-Call consultants, nominate qualified staff who are available during the required time period for the project. WSDOT will select the most qualified staff member(s) for the project, with the intention that over time, work will spread among the on-call consultants.

The selected consultants will be authorized to provide their services to WSDOT for a period of 36 months, with WSDOT reserving the right to renew the agreement for an additional 12 months. The approved all-inclusive

(direct labor, overhead and fee) hourly billing rates will be negotiated and approved by WSDOT on a yearly basis.

Scoring

Submittals will be evaluated using the following criteria:

- Key Personnel qualifications and work experience on similar projects (60 points possible);
- Key personnel availability/ability to respond to WSDOT schedules (40 points possible);
- Key Personnel familiarity with regulatory agency standards (40 points possible);
- Team's Cost Factors; salary rates of personnel; overhead, including fringe benefits; general and administrative costs; profit; and market rates for services not covered under hourly rates (20 points possible);
- Experience with On-Call agreements that have short-notice deadline requirements by client (20 points possible); and
- Past Performance/References. Provide a minimum of three (3) evaluations. If three (3) or more evaluations have been performed by WSDOT for projects that have been completed during the past three (3) years please, refer to each WSDOT Y-Agreement number for verification of scores. If a minimum of three (3) WSDOT evaluations have not been performed for projects completed within the last three (3) years, it is necessary to have an evaluation of past performance completed by a client. The performance evaluation forms completed by clients must be returned to the Consultant Services Office under separate cover by the submittal due date. The evaluation form may be obtained by clicking on this link: [Performance Evaluation Completed by Reference](#) (20 points possible).

There are a total of 200 points possible per reviewer. There will be three (3) reviewers for a possible total of 600 points. The 80% cutoff for the pre-qualification of firms will be based on the highest score out of a possible 600 points.

Submittals

Consultants are invited to submit their RFQ at their own cost. The submittal is limited to a total maximum number of twenty (20) sheets submitted only on single sided typed 8.5" x 11" paper (If charts and/or graphs are utilized

text must be readable size font), and with type size no smaller than 12 point. The page limitation does not apply to the transmittal letter, front and back cover, and the Performance Evaluation Completed by Reference forms. **The RFQ shall meet the following requirements or will be deemed non-responsive and will not be eligible for consideration of this work:**

- Identification Title on the RFQ envelope and/or submittal;
- Transmittal Letter;
 - Statement accepting the terms and conditions contained in this RFQ, including the provisions of the Consultant Agreement (Task Order Negotiated Hourly Rate) attached to this RFQ; and
 - Statement committing staff identified will actually be assigned to any contract resulting from this RFQ and that they are available to commence work in March 2002.
- Complete the Submittal Information Packet;
- Responsiveness to six (6) evaluation criteria;
- Meeting page limitation and font size requirements;
- Meeting submittal deadline submission date; and
- Meeting performance evaluation by client deadline date (if applicable).

Materials submitted in response to this competitive procurement shall become the property of WSDOT and will not be returned. All submittals received will remain confidential until WSDOT and the successful Consultants sign the agreements resulting from this RFQ. All submittals are deemed public records as defined in the Revised Code of Washington (RCW) 42.17.250 to 42.250.340.

The department has an overall Disadvantaged Business Enterprise (DBE) Goal. The DBE goal for participation will be obtained through a race-neutral means as outlined in WSDOT's "Disadvantaged Business Enterprise Program Plan." The department encourages disadvantaged, minority, and women-owned consultant firms to respond.

Faxed or e-mailed submittals will not be accepted. Four (4) copies of your submittals, whether mailed or hand-delivered, must arrive at the following address no later than 5:00 pm on Friday, February 15, 2002:

Mr. Michael B. Rice
Director, Consultant Services
Washington State Department of Transportation

Capital View II Building, 2nd Floor
724 Quince Street SE
Olympia, WA 98504-7323

Pre-submittal Meeting

There will be a non-mandatory pre-submittal meeting for those consultants interested in submitting a RFQ at 1:00 pm on Wednesday, January 23, 2002 at:

Shoreline Center
Auditorium Entrance - North End
18560 - 1st Avenue NE
Shoreline, WA 98155

Note: No questions regarding the scope of the On-Call ES will be entertained before or after the pre-submittal meeting. Consultants interested in submitting for these On-Call ES are encouraged to attend the pre-submittal meeting.

Any questions regarding the submittal process should be directed to the Consultant Services Office, at 360-705-7104.

Persons with disabilities may request this information be prepared and supplied in alternate formats by calling collect 206-389-2839. Persons with hearing impairments may call 1-800- 833-6388 (Washington State Telecommunications Relay Service) and ask for 206-515-3683.

Dates of publication in the Seattle Daily Journal of Commerce: Tuesday, January 15, 2002 and Tuesday, January 22, 2002.

WSDOT

On-Call Engineering Consultant

Submittal Date: Feb. 5

State of Washington

Department of Transportation

Notice to Consultants

On-Call I-405 Corridor General Engineering Consultant

The Washington State Department of Transportation (WSDOT) solicits interest from consulting firms who would like to provide general engineering consultant (GEC) services working collaboratively with the WSDOT to deliver transportation improvements to the I-405 corridor. WSDOT anticipates the size of the GEC agreement to be in the range of two to five percent of WSDOT-managed elements of the I-405 Corridor Program, and the agreement will be for the duration of the I-405 corridor project's implementation. An effective I-405 GEC will be crucial to successful, on-time, and on-budget project delivery.

A pre-submittal meeting will be held on January 23, 2002 from 1:00 PM to 4:00 PM at:

Shoreline Center, Auditorium Entrance North End, 18560 1st Avenue NE, Seattle, WA 98155.

To access the advertisement and information on the Project Description; Submittal Information, Evaluation Criteria; etc., please go to the WSDOT Consultant Services web site at:

<http://www.wsdot.wa.gov/consulting/>

The project is a separate listing under: Advertisements/ Current/Open Advertisements.

If you do not have Internet access, please call 360-705-7104 to obtain a hard copy of the advertisement.

Dates of publication in the Seattle Daily Journal of Commerce, January 11 and 18, 2002.
1/18(140160CO)

Date(s) of publication: January 11, 2002; January 18, 2002

**State of Washington
Department of Transportation
Notice to Consultants
On-Call I-405 Corridor General Engineering Consultant**

The Washington State Department of Transportation (WSDOT) solicits interest from consulting firms who would like to provide general engineering consultant (GEC) services working collaboratively with the WSDOT to deliver transportation improvements to the I-405 corridor. One Negotiated Hourly Rates Agreement will be awarded. WSDOT anticipates the size of the GEC agreement to be in the range of two to five percent of WSDOT-managed elements of the I-405 Corridor Program, and the agreement will be for the duration of the I-405 corridor project's implementation. An effective I-405 GEC will be crucial to successful, on-time, and on-budget project delivery.

The I-405 Corridor is a critical link in the Washington transportation system, that is congested many hours of the day resulting in associated economic impacts. It serves as a vital regional travel corridor east of I-5 within the Puget Sound Region. As a major route for employees, freight, and goods for Microsoft, Boeing, PACCAR, and many other large and small businesses, its importance extends beyond our borders, both nationally and internationally.

The I-405 Corridor Program creates an integrated, multi-modal package of transportation improvements that reduces traffic congestion and improves mobility, safety and the quality of life for communities in the I-405 corridor. The I-405 Corridor Program is a joint effort between the WSDOT, the Federal Highway Administration, Federal Transit Administration, Central Puget Sound Regional Transit Authority (Sound Transit), King County, local agencies, and the cities and communities in the I-405 corridor.

A transportation improvement program of this magnitude is complex. The corridor level, programmatic NEPA/SEPA documentation that defines the conceptual Preferred Alternative (PA) is in its final stages. The current design effort investment to support the NEPA/SEPA documentation is at less than one percent of the total design cost. The package of transportation improvements will be proposed for inclusion into local, regional, state, and federal transportation plans and programs.

The I-405 corridor program is estimated in the Draft Environmental Impact Statement (DEIS) as a \$7 billion program, with WSDOT as the lead agency for the approximate cost of \$5.6 billion. The cost estimates are currently being updated for presentation in the Final Environmental Impact Statement (FEIS). The overall program is expected to be implemented over 10 to 18 years, subject to the availability of funding. Recent legislation (SHB 1680) provided WSDOT design-build authorization. The I-405 corridor project will be one of WSDOT's first efforts in major urban corridor design-build projects.

The WSDOT desires to retain a GEC to gain the benefit of experience and expertise in major project design-build management as well as to augment WSDOT workforce to deliver this project. The GEC will come into this project at a very early preliminary stage to formulate strategies collaboratively with the WSDOT on how to deliver this massive, challenging project, and then to implement the delivery strategies through completion of construction.

Work performed through this agreement may include full responsibility for: project delivery and organization strategy development and implementation, I-405 project management, environmental vision and strategy development and implementation, corridor preliminary design, design management, design-build and construction management, technical and management staff support, providing office space for the I-405 team, and other services as needed for the I-405 corridor project. At the State's option, additional assignments may be added. The State may choose to pursue inclusion into the GEC agreement

the more detailed preliminary design work for initial project segments and/or all project segments based on future funding and schedule requirements.

FUNDING ENVIRONMENT

Work on the I-405 corridor study and programmatic EIS began in February 1999, and it is expected to be complete in Spring 2002. The Washington State Legislature provided \$6.7 million to fund the partnership of State, Federal, regional, and local decision-makers to determine the scope of corridor improvements needed.

The Washington State Legislature also provided \$10.5 million in the 2001-03 biennium budget to the I-405 corridor as implementation seed money. Of these funds, the State has identified \$3 million for GEC services. The \$3 million is to begin high priority corridor preliminary design work (approximately \$2 million) and high priority delivery strategy development, project management, and staff support (approximately \$1 million). The remainder of the funds is earmarked for work currently underway, including completion of the corridor programmatic EIS effort, photogrammetry, basemapping, and right of way plan preparation.

A significant challenge for this project is managing the available funding wisely to move toward delivery of the project, while legislative decisions on ultimate funding are pursued. GEC collaboration with the WSDOT on funding strategies will be an important aspect of services. The State anticipates additional funding through future legislative budget actions or public vote to support uninterrupted consultant services for the duration of the I-405 corridor project. The Governor and the Washington State Transportation Commission have advocated and proposed solutions to the I-405 corridor. The Governor's proposed transportation budget to the 2002 Legislature session includes \$2.2 billion for I-405 for the next 10 years. Funding increases will substantially increase the initial GEC effort. In the event that future funding is eliminated or decreased, the State reserves the right to terminate the contract or to modify it accordingly.

PROJECT DESCRIPTION

The preferred alternative resulting from the I-405 Corridor Program study and environmental process is the basis for the scope of WSDOT managed elements that become the I-405 Corridor Project.

I-405 Corridor Environmental Process Status

A corridor level, programmatic DEIS has been issued, and a PA was approved November 2001. The FEIS is expected to be published in Spring 2002, with the Record of Decision (ROD) on the final course of action in Summer 2002. The corridor level EIS process presents conceptual definitions and layouts of facilities and services; it does not focus on specific design details or precise footprints of the nearly 300 individual transportation improvements that comprise the solutions. Therefore, project level environmental documentation and permits will be acquired prior to implementation. Additional information regarding the I-405 Corridor Program EIS Process, including background information and description of work to date, can be found at [www.wsdot.wa.gov/I-405/].

I-405 Corridor Project Vision

The State has developed a vision to guide the initial implementation stages towards delivery of the I-405 corridor project. This vision was developed based on the assumptions that the corridor project would be

fully funded and that a very aggressive schedule, such as 10-year delivery, would be mandated. These assumptions are consistent with legislative communication and remain the driver of project goals until legislative intent changes.

Mission Statement

- Deliver the I-405 Corridor Project on schedule and on budget

Goals

- Deliver a fully-funded multi-billion, multi-modal project in ten years
- Implement a vision that enhances the environment Near Term

Objectives

- Implement the project based on the I-405 corridor FEIS and ROD
- Obtain funding to support front-end preparation to start the ten year period to meet the project delivery goal
- Establish project delivery expectations
- Obtain agreement on an implementation plan to support a potential November 2003 public vote
- Develop confidence in scope, schedule, and budget for a potential November 2003 vote
- Execute local agency Memorandum of Understanding(s) (MOUs) to document project definition and implementation strategies
- Create an environmental vision and implementation strategy
- Develop right-of-way and utility strategies

I-405 Corridor Implementation Plan

The I-405 corridor project will be delivered using a combination of design-bid-build and design-build methodologies. The State anticipates extensive use of design-build for the majority of the transportation improvements. The selection of the delivery method will depend upon the best fit for contracting needs.

The State has developed preliminary approaches to deliver the WSDOT-managed elements of the I-405 corridor project. These approaches include a 10-year "concurrent segments" approach, an 18-year "sequencing segments" approach, and an approach that responds to a traditional funding environment. The State plans to publish an implementation plan in January 2002 that will describe the different approaches and current understanding of the corridor project.

The 10-year "concurrent segments" approach assumes that the corridor will be divided into four segments, and these segments will be under simultaneous design-build contracts. The 18-year "sequencing segments" approach assumes that the corridor segments will be built under sequential design-build contracts. Both of these approaches assume the freeway improvements from the Preferred Alternative. Of the DEIS approximate cost of \$5.6 billion for freeway improvements, the initial corridor segment would include an approximate \$2 billion investment. For this analysis, it is assumed the initial segment investment will begin in the south end of I-405 corridor from I-5 to I-90. Both the alternative and the segment selected represent one of several possible scenarios, and the I-405 Implementation Plan will be modified based on the ROD, continuing implementation planning, and the funding made available to the I-405 project.

I-405 WSDOT Organizational Structure and Staffing

The Urban Corridors Office (UCO), under the leadership of Mr. Dave Dye, was created July 2001 to provide special focus on project delivery of the multi-modal congestion relief projects for the Puget Sound region. The Urban Corridors Office, along with Northwest Region and the Olympic Region, form the Northwest Washington Division, reporting to Mr. John Okamoto.

Within UCO, the state has developed an organization around the I-405 corridor project that assures management commitment to an aggressive schedule, along with establishment and staffing of a project team under the leadership of Mr. Craig Stone. It is expected that the GEC will augment the State workforce and together the GEC and State staff will work as an integrated project team. The I-405 Corridor Working Model shows the I-405 organization and the I-405 Corridor Start-Up Team shows the project team.

CONSULTANT CONTRACTING STRATEGY

The State has developed the I-405 Contracting Strategy in alignment with the I-405 Corridor Delivery Principles. Further, the following contracting principles, or "firewalls," have been developed to prevent conflict of interest or unfair project knowledge situations:

1. General Engineering Consultants (GEC) can participate in Segment Preliminary Design (PD) contracts, but not Design-Build (D-B) contracts;
2. GEC subs can participate in Segment PD contracts and On-Call contracts. GEC subs may participate in D-B contracts where they have had no GEC-responsible work (i.e. have only performed segment PD or on-call work); however, the burden of proof will be on the GEC sub to demonstrate that participating in D-B contracts will not create any conflict of interest or unfair project knowledge situations. Further, firewall principle #3 below will apply to the GEC subs;
3. Preliminary Design Consultants (prime or sub) will not be allowed to participate in a D-B contract for any segment they've done PD work on, but may participate in D-B for other corridor segments;
4. Parent and subsidiary companies participating in GEC Joint Ventures (JV) are precluded from D-B contracts on any segment; and Parent and subsidiary companies participating in PD Joint Ventures are precluded from D-B contracts on any segment they have done PD work on. This advertisement is for the I-405 GEC contract. One negotiated hourly rates agreement will be awarded. The GEC will be with the I-405 project from cradle to grave, now through construction and closeout of contracts. The immediate work will assist WSDOT in getting the project going, including project management strategies and corridor preliminary design work, to prepare to deliver the project when additional funding becomes available.

The State will be advertising for the Preliminary Design contract(s) and On-Call Personal Services and Architect & Engineering contract(s) under separate advertisements. These advertisements will be used to develop On-Call Consultant Rosters.

The Personal Services and Architect & Engineering On-Call Rosters will be used to supplement the skills and workforce of the integrated I-405 Team. These agreements will be initially contracted through the State, but may subsequently be managed by the GEC.

The segment preliminary design may be contracted through the use of On-Call Consultant Rosters. Preliminary design is inclusive of all work necessary through completion of design-build RFPs.

The GEC and its sub-consultants may elect to submit proposals to participate in on-call preliminary design contract(s). The State may select one or more consultants from the Preliminary Design On-Call Roster to perform segment preliminary design. The State may elect to pursue inclusion into the GEC contract, preliminary design work for initial project segments and/or all segments based on future funding and schedule requirements.

DESCRIPTION OF WORK

The expected work of the GEC includes both management expertise and technical expertise to deliver the I-405 Project. The work will include project management inclusive of design and construction phases, technical and management staff support, oversight and preliminary design for corridor continuity, environmental vision, and possible management of on-call and preliminary design agreements. Development of strategies for the following elements are considered critical to the success of this project:

- Management and organization structure;
- Project control;
- Project implementation;
- Environmental, utilities, and right of way (as part of the preliminary design effort);
- D-B QA/QC; and
- D-B RFP preparation.

An option to this agreement is preliminary design for one or all preliminary design segments.

Work performed through the GEC agreement will include I-405 corridor project elements under WSDOT management, as well as work to support WSDOT for the I-405 Corridor Program elements under the management of other jurisdictions and agencies. I-405 project elements include work on I-405, I-5 (at the connections to I-405), state routes (intersecting I-405), arterials (accessing I-405), coordination with Sound Transit projects, transit improvements, and other programs and projects as they impact the I-405 corridor.

The GEC will assist the State to coordinate with many different groups, some of which include but are not limited to, the cities along the corridor, King and Snohomish Counties, utility companies, neighborhood groups, businesses, I-405 Executive Committee, watershed committees, permit streamlining committees, FHWA, local/state/federal permitting agencies, other state and local projects/programs that are influenced by the corridor project, preliminary design consultants, on-call consultants, contractors, design-build contractors, corridor-level construction traffic management, and state personnel. The GEC will assist the State to develop and acquire memorandums of understanding and memorandums of agreements with utility, railroad, transit, local, and state agencies.

Work Breakdown Structure

The I-405 Team has brainstormed a conceptual hierarchal mapping of tasks, or Work Breakdown Structure (WBS), for reference. The intent of providing this conceptual WBS within this advertisement is to show the broadness of the effort to deliver the Project, but by no means does it presuppose the direction of the ultimate management strategy. The final WBS will be developed collaboratively by the State and GEC. The draft WBS can be found at: [I-405 Draft Work Breakdown Structure](#)

I-405 Corridor Delivery Principles

- Strong Owner Role
- Need to be Flexible and Nimble
- Assign Responsibility to Where it is Most Effective
- Provide for Effective Decision Making
- Small WSDOT Project Staff
- Leverage Private Industry
 - Use General Engineering Consultant to Create Integrated Management Team
 - Use Consultants for Preliminary Design
 - Use Design Build for Final Design & Construction Delivery Strategies

A critical function of the GEC will be the development of delivery strategies for implementing the I-405 Corridor Project. These strategies will evolve into plans that will be implemented collaboratively by the State and GEC.

Responsibility Matrix

An integrated project management team consisting of GEC and State staff is expected. Through the process of developing delivery strategies, a responsibility matrix will be required. This matrix will further define the roles and responsibilities between the State and GEC as well as on-call consultants for the implementation of the project.

The responsibility matrix will be unique to the needs of the I-405 project. The I-405 Draft Responsibility Matrix is provided to assist in understanding the intent of this element. The development of the I-405 Corridor Responsibility Matrix will be a collaborative effort between the WSDOT and the GEC based on the I-405 corridor delivery principles.

Work Priorities

At present, the State does not have sufficient funding to perform all GEC work for the I-405 corridor project. Therefore, the individual tasks, up to \$3 million under the current funding available, will be authorized using the following priority principles:

Project Management Priorities

- Develop management and organizational structure strategies to deliver the I-405 corridor project;
- Develop project control strategies;
- Develop project implementation strategy (master scheduling, segment definitions, phasing, cost estimating);
- Develop I-405 Corridor Environmental Vision and Permitting Strategy (NEPA/SEPA project documentation, early action mitigation, HB 6188);
- Develop design-build RFP preparation strategy;
- Develop design-build QA/QC strategy; and
- Coordinate with other projects.

Corridor Preliminary Design Priorities

- Develop scope, schedule and budget to support a potential public vote in November 2003;
- Coordinate with other projects, especially Sound Transit projects, as needed; and
- Start Added Access Report.

While the above tasks are initial tasks and have a somewhat limited budget allocation, they are an important effort to prepare to deliver the overall project. These initial tasks will develop and lay out the entire project delivery plan, structure, and organization. It is critical to overall project success to get this work underway and wisely invest the limited initial funds to lay the foundation for successful delivery when more funding becomes available. Collaborative input from the GEC on what needs to be done to prepare to deliver this massive project will be considered by the State in the assignment of tasks to be done.

Office Space and Co-location

The GEC will be responsible to provide a space that will be sufficient to house all co-located team members associated with the I-405 project. Co-location allows the I-405 team to work collaboratively, and it allows for efficient decision-making. Team members who should co-locate -- including state staff, consultants (GEC, preliminary design, on-call, or other), design-build teams, and resource agency staff -- will be decided by the State and GEC. The current funding does not allow for co-location. At the point in time in which project funding supports it, the GEC will be required to relocate all co-location staff from the participating entities into a shared space. It is anticipated that the office space will be located somewhere along the I-405 corridor or downtown Seattle, but other locations can be considered if they make sense to the project needs. Currently, the I-405 team is located at the WSDOT Corson Avenue facility and the Urban Corridors Office is located downtown Seattle. Initial co-location of a small number key GEC staff at the I-405 team's Corson Avenue location may be desirable.

KEY QUALIFICATIONS

The GEC will need to demonstrate capacity and capability to do project management, design-build contracting, strategic project environmental planning, preliminary design/environmental documentation, construction administration and inspection, design-build quality assurance as well as providing qualified project support/specialty services personnel to supplement State forces.

To quickly respond to project needs, schedule requirements, and funding availability changes, the GEC must be able to readily provide staffing and resources in the following areas:

- Key Personnel;
- Technical staff to support an integrated WSDOT/GEC team; and
- Transportation Design staff.

Key Personnel

Qualified and committed personnel are key to the successful completion of the I-405 corridor. The State holds the philosophy that it is the people who make the project successful; the organization can and will change. With this in mind, the State reserves the right to approve all full-time and key personnel individually for work on this contract. The GEC shall provide a core group with the appropriate mix of management, technical expertise, and experience. Given the current project funding and the anticipated funding, the availability of Key Personnel should be flexible to meet the needs of the program and funding environment. It is anticipated that some of the Key Managers will initially work on the project part-time, becoming full-time as the position needs and funding dictate. At the point in time in which project funding supports it, the core GEC staff will be 100% available to the project. The Project Manager is expected to be 100% available to the project at contract execution. The key personnel will stay with the project until either the WSDOT and GEC mutually agree on replacement personnel, or the position is no longer needed.

The activities below are key delivery areas the GEC is expected to provide. Within each of these areas, there will be many positions to staff. As the project develops, additional key personnel will be required. Support for each of the key personnel will need to be defined and provided as the project progresses and as budget allows. The GEC staff will be required, at a minimum, to show experience, expertise, innovation, and "not business as usual" skills in executive leadership and technical ability in the following areas:

1. Project Manager
Experience and expertise, including alternative project delivery, to lead and manage the delivery of the project
2. Design Engineering Manager
Background to lead design using alternative delivery methods
3. Construction Engineering Manager (emphasis on design-build)
Construction administration background including quality assurance for alternative projects
4. Environmental Manager
Background to lead the development and implementation of a corridor environmental vision as a basis to acquire environmental permits
5. Traffic Engineering and Construction Traffic Management
Experience and expertise in managed lanes and on major freeway, improvements where existing traffic must be maintained
6. Public Relations Management
Background to manage communication to a diverse audience from small entities to general public
7. Contract and Agreement Management
Experience with managing multiple agreement types including design-build RFPs and contracts
8. Real Estate Acquisition Management
Background to lead development of early and project right-of-way acquisition to keep project on schedule
9. Utilities Management
Background to lead development of utility relocation strategies to avoid project delivery impacts

Personnel with managerial and technical skills typical to transportation design and construction projects are required to be part of the team.

Minimum Qualifications

The GEC must demonstrate expertise and experience in the following areas:

- "Mega project" management for all phases of a mega project's life, from initial implementation through project closeout
- "Mega project" design-build

- Transportation design-build projects
- Developing and writing transportation design-bid-build PS&Es and transportation design-build RFPs
- Managing, administering, and providing oversight for design and construction contracts as an owner representative [includes contracts developed by either GEC or others; contract execution by WSDOT as owner]
- Communicating, involving, and coordinating with many different groups
- Developing, forming, and administering strategies for design-build, design-bid-build, and other contracting approaches
- Organizational development (project management, planning, budget management, organization development, mobilizing the project team, locating the office space, coordinating equipment and services, human resources, identifying procurement methods and procedures, etc.)
- QA/QC and other project controls (scheduling, cost estimating, document control, general accounting, cost accounting, budgeting, etc.)
- Understanding and application of NEPA/SEPA requirements and applicable permits
- Public works standards, methods, and procedures
- Initiating interagency agreements [execution by WSDOT as owner]
- Real estate acquisition processes

Desired Qualifications

GEC expertise and experience in the following areas are desirable:

- Understanding of sensitive local and regional issues in the I-405 corridor;
- Understanding of gaining environmental approvals to proceed in an arena where the endangered species act is in effect; and
- WSDOT standards, methods, and procedures.

CONDITIONS OF THE AGREEMENT

The State has not prepared a detailed scope of work to be performed under this contract. Individual tasks will be assigned using a negotiated hourly rates matrix. The State reserves the right to negotiate scopes of work for preliminary design work.

Pre-Submittal Meeting (optional attendance)

A pre-submittal meeting will be held on January 23, 2002 from 1:00 PM to 4:00 PM at:

Shoreline Center
 Auditorium Entrance - North End
 18560 - 1st Avenue NE
 Seattle, WA 98155

Consultant attendance at the pre-submittal meeting is optional. The pre-submittal meeting will allow the State to introduce the I-405 Corridor Start-Up Team and to present specific project details, answer questions about the I-405 Corridor Project, and address questions related to the request for qualifications. Minutes from the meeting, including responses to questions, will be posted on the

consultant services website at www.wsdot.wa.gov/consulting/. Consultants not present at the meeting will waive any rights to the information presented and/or discussions at the meeting not captured in the meeting minutes. Please RSVP by Wednesday, January 16, to Nancy Beshaler, I-405 Operations Engineer, by email beshaln@wsdot.wa.gov to confirm attendance. Please use "RSVP" as the email subject line. Include the name of your firm and the number of representatives who will be attending in the email.

Selection Process

Pursuant to state and federal regulations, a qualifications-based selection process will be used to evaluate and select the GEC. A two-step process will be used. As the first step, a submittal review team will review and score the experience and qualifications submitted to establish a list of finalists based on pre-established review criteria.

Submittal Package

The following information and criteria will be used to evaluate and rank responses:

1. Qualifications/expertise of firms on team (35 points);
2. Qualifications of proposed project manager (15 points);
3. Qualifications of proposed key managers (15 points);
4. Team's demonstrated ability to supplement agency workforce with technical support personnel (15 points); and
5. Team's demonstrated ability and capacity to supply a preliminary design workforce (20 points.)

The definitions for each of the scoring criteria may be found at: [Criteria Definitions for I-405 GEC](#).

NOTE: It is imperative that the consultant reviews the definitions of the scoring criteria. We have included requirements for the information that is being requested. Even though the consultants will have prepared their delivery approach in order to complete their submittal packages, it will not be scored within this step; and therefore, it is recommended that the consultant not elaborate on their delivery approach within the written submittals.

Interview

As the second step, a separate interview panel will interview and select the successful proposer. The interview will focus on the team's approach to deliver the I-405 Corridor Project. The final selection will be based on the team's combined experience, capabilities, and approach. The State reserves the right to not conduct consultant interviews and to select the consultant solely upon the merits of the written submittals.

Up to two hours will be allowed for the interview consisting of:

Consultant Presentation - 40 min.

Interview Panel Questions - 30 min.

Submittal Package Clarification - 30 min.

The Project Manager must lead the presentation before the interview panel. The consultant shall make available its Key Managers for questions and submittal package clarification.

Selection Timeline

- Advertisement Number 1 - January 11, 2002
- Pre-Submittal Meeting (attendance optional) - January 23, 2002
- Submittal Package Deadline - February 5, 2002
- Shortlist and Interview Notification - Week of February 18, 2002
- Conduct Interviews - Week of March 4, 2002
- Select Consultant - Week of March 11, 2002

Submittal Requirements

Consultants that submit proposals in response to this advertisement must have the capability of providing the products and services listed in the ad. Sub-consultants may be used. WSDOT assumes no obligation of any kind for expenses incurred by any respondent to this solicitation. All submittals become the property of WSDOT and will not be returned. The submittal shall meet the following requirements, or it will be deemed non-responsive and will not be eligible for consideration of this project:

- Each criterion for selection must be addressed.
- Your submittal must be accompanied by the required Prime Submittal Information Packet Form and the Sub Submittal Information Packet Form. These forms must be completed in their entirety for the Prime and all sub-consultants or your submittal will be deemed non-responsive and will not be considered for this project. If you do not have access to the Internet, you may obtain a form by calling 360-705-7104. Information supplied by this packet will not count toward the total number of pages required for the submittal.
- There is a minimum twelve (12)-point font requirement for the basic text of the entire submittal. Any charts, graphs, table of organizations, etc., must be of readable size.
- The maximum number of sheets allowed per submittal will be forty (40) sheets, submitted only on single sided, single column typed 8.5" x 11" paper. We will allow one (1) page of the 40 sheets to be submitted on paper other than 8.5" x 11" size. The page count limitation applies to ALL sheets contained in the submittal. The only exceptions to the page count are the front and back cover, and the Submittal Information Packet form.
- Federal Forms SF 254 and SF 255 are not required for this solicitation. If these forms are included in the submittal, they will count towards the maximum limitation of forty (40) pages.
- Four (4) originals/copies of the submittals are **due no later than 5:00 p.m., Tuesday, February 5, 2002**, to Mr. Michael B. Rice, Director of Consultant Services, Washington State Department of Transportation, Consultant Services Office, 724 Quince Street SE, 2nd Floor, Olympia, WA 98504-7323.
- Late submittals, or those delivered by facsimile, electronic mail, or any other format other than bound paper copies, will be deemed non-responsive and will not be considered for the project.
- Submittals that do not follow the directions will be deemed non-responsive and will not be considered for the project.

In the event, CAD graphical or design engineering electronic data is to be submitted, during agreement negotiations the State and the Consultant shall agree upon the software release to be used for the project.

The Professional capabilities of Consultants must include Professional Registration in the State of Washington and a demonstrable expertise in one or more of the disciplines necessary to accomplish the services. In addition, the Consultant must be registered as a company licensed to perform "engineering services" in the State of Washington.

The department has an overall Disadvantaged Business Enterprise (DBE) Goal. The DBE goal for participation for this project will be obtained through a combination of race-neutral / race conscious means as outlined in WSDOT's "Disadvantaged Business Enterprise Program Plan." DBE goals on federally assisted projects will be set utilizing the "DBE Participation Calculation Methodology." The department encourages disadvantaged, minority, and women-owned consultant firms to respond.

Questions regarding the project should be directed to Mr. Kim Henry, I-405 Engineering Manager, at 206-768-5894 or Ms. Nancy Beshaler, I-405 Operations Engineer, at 206-768-5888.

Questions regarding the solicitation and selection process should be directed to the Olympia Service Center Consultant Services Office, at 360-705-7104.

Persons with disabilities may request this information be prepared and supplied in alternate formats by calling collect (206) 389-2839. Persons with hearing impairments may call 1-800-833-6388 (Washington State Telecommunications Relay Service) and ask for 206-515-3683.

Dates of publication in the Seattle Daily Journal of Commerce: Friday, January 11, 2002 and Friday, January 18, 2002.

2/5/04

POSSIBLE SEQUENCE OF ACTIONS FOR COLUMBIA RIVER CROSSING

Assumptions:

1. The two DOT's have approximately \$7M+ collectively between them.
2. ODOT hired the Larkin Group, from the on-call roster, for pre-development studies that will be helpful to both DOT's, but may not deliver until 2005 (not consistent with a fast-track schedule for a PPP project).
3. Final rules for ODOT's new program will be adopted mid-2004.
4. Procurements for an EIS and for a master developer should be competitive, must proceed separately, and involve different teams in order to preserve the integrity of any federal EIS process. Available funds should be divided equally between the two activities to get these procurements started concurrently this year. More funding will be needed in future years.
5. CRC is a "mega-project" and requires innovative processes to achieve an expedited schedule resulting in maximum local benefits and lower cost.

Possible Next Steps:

1. Master Development Team:
 - While ODOT proceeds to finalize its rules, the DOT's work together:
 - (a) to **draft an RFP** for developer selection, perhaps adapted from the WSDOT RFP for I-405 GEC services (Jan. 2002), **for release when ODOT's rules are adopted**; or
 - (b) to **draft a public notice** in response to an **unsolicited proposal** from a developer, assuming such a proposal is received **shortly after the ODOT rules are adopted**.
 - The selected team and its scope can include the Larkin Group.
 - The developer can be expected to self-fund some activities.
 - The selection of a PPP developer, after public notice and interviews, should allow for the future design-build work, with contract and price to be negotiated, to take advantage of the PPP process.
2. EIS Team:
 - While ODOT proceeds to finalize its rules, the DOT's can **draft an RFP** for the EIS Team, and advertise **for selection when ODOT's rules are adopted**.
 - This permits two separate teams, a developer and an EIS team, to be selected in the same time frame and to proceed concurrently but separately.
 - Additional funding will be needed in the next 1-3 years to fully fund the EIS and to complete the work.

Otherwise, if conventional procedures and schedules are followed; if the Larkin Group scope and schedule are allowed to proceed as planned; if the DOT's wait until they find all the funds for an EIS; and if the DOT's are not willing to issue RFP's or a public notice for an unsolicited proposal, then selection of a developer and an EIS Team may not happen until mid or late 2005.

WSDOT - \$3m (04) Joint Project

RFP for EIS

Start fall 04 after
ODot selects PPP/Larkin

CONCERNS

- slow pace of Larkin
- can Larkin handle full scope
- lack of clear Dot's ownership
- lack of WSDOT authority for PPP
- old hire EIS consultant

Jim Dave

DDOT - \$3.9m (03)

Apply to Unsheltered
Selection and incorporate
Larkin scope. Keep
Larkin away from EIS.
Fall '04.

\$2.9m

\$1m

Garrett

WSDOT/Larkin
or longer

equal
costs
same

- Rolling
- Bus plan
- Commercial Strategies
- FTA/ETA funding
- finances plan
- Bistate permitting
- Property ownership/RD/W
- implementation plan

Traffic
Tolling Scenarios
- 3 w/ roads
- 1 w/ roads

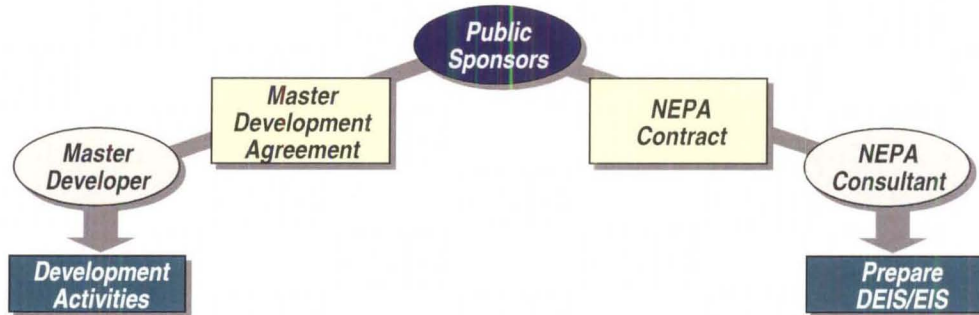
logos
Strategies for EIS

EIS?

- EIS
- Implem/Dev. Plan

The Master Developer Approach

Using a Master Developer approach, the project's public sponsor agencies partner with a qualified private developer to initiate the early-stage development activities that are critical to keep the project moving on a fast track schedule. The public sponsors contract separately with other firms to conduct the NEPA process. Pursuing these two tracks simultaneously expedites project delivery. The simplified commercial structure is shown below:

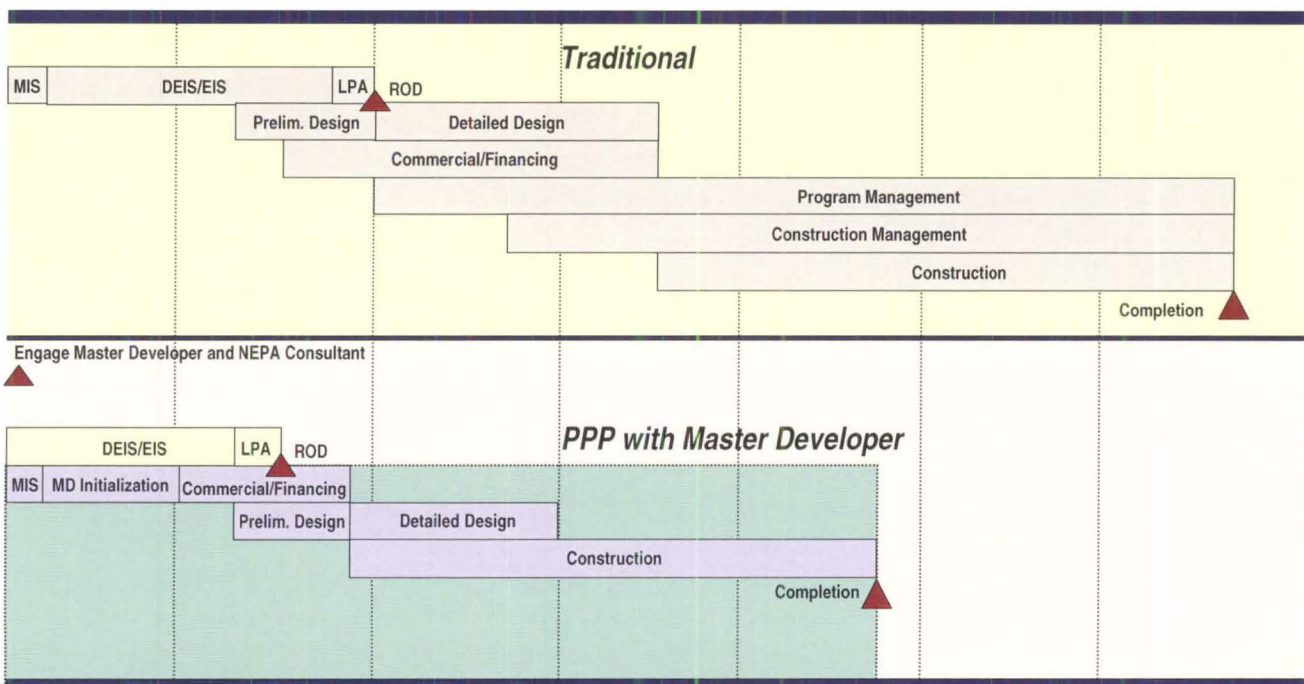


Master Developer Initialization

The Master Developer performs the following early stage development tasks to ensure expedited project delivery:

- Identify major stakeholders and align local partners
- Obtain public stakeholder funding commitments early on
- Establish key milestones and complete a master development plan
- Provide inputs and support to NEPA consultant
- Serve as central source of coordination for all stakeholders

The following diagram illustrates how a public private partnership, using the Master Developer approach in parallel with the NEPA process, enables fast-track development:



Draft 1/14/04

Clarify Jurisdictional Priorities, Roles

- See DOT's Organizational Chart
- Meet with principals from City of Vancouver, Clark County, Port of Vancouver, CTRAN, RTC, Chamber of Commerce and Identity Clark County to discuss "next steps".

Visioning Exercises, Design Concepts

- See results of I-5 Partnership Work Plan.
- Develop story line including historical photographs and conceptual 3D design perspectives.

Identify Measures of Success

- Scope
- Schedule
- Budget including CEVP analysis

Project Partnerships Formalized

- WSDOT/ODOT Memorandum of Understanding
- Bistate Staffing Plan – combination of WA and OR public personnel and consultants with regional expertise
 - Environmental Manager
 - Public Involvement Coordinator
 - Engineering Manager
 - Community Planner
 - Landscape Architect
 - Contract Manager

Identify, Coordination LOS Standards

Identify Critical Decision Issues

- Economic and Job Development Impact
- Creation of Tolling District and public vote
- Tolling Options/Tolling Revenue/Traffic Diversion
- Federal funding/local match
- Public Private Partnership
- CTRAN funding and public vote

Project Programming

- The WSDOT project programming process results in the Transportation Commission approving a prioritized list of fiscally constrained projects that meet the service objectives of the 20-year "Highway Systems Plan". These projects are included in the six-year investment program, the three-year STIP as required by federal law, and the biennial budget request.
- The project identification process encompasses identification of a highway problem or need, statement of project purpose, project scoping, and development of a project summary.

Funding Applications

Development Guidelines Complete

Study Plan – roadmap of the environmental process to be followed during the development of a project that requires an EIS.

- Purpose of and need for the Project

- Scope of the Work - FHWA/FTA/NEPA/SEPA process
 - Hold partner confirmation meeting
 - Establish interdisciplinary team (IDT) and begin draft study plan
 - Publish Notice of Intent (NEPA) and Determination of Significance (SEPA)
 - Conduct scoping process
 - Develop and apply screening criteria to alternatives developed so far
 - Select alternatives to study in DEIS and process final study plan
 - Begin discipline studies
 - Prepare draft EIS
 - Circulate DEIS and file with USEPA and Ecology
 - Hold EIS/design public hearing if required or desired
 - Select preferred alternative and prepare Final EIS
 - Issue Final EIS and file with USEPA and Ecology
 - Prepare and issue Record of Decision (NEPA) and Notice of Action Taken (SEPA)
 - Wait for seven days prior to approving design file or eight-point access study
- Summary of Public Involvement
 - Informational Program

The basic purpose of the informational element of the public involvement plan is to publicize the planning and decision-making process, to inform the public of upcoming public meetings and workshops, to present major issues and events, to report on input from past public meetings, to inform the public of the purpose of the project, and to publicize the process used to evaluate project alternatives.
 - Community Meetings

Community meetings (e.g. open houses) will be held to inform the public during the design process and to obtain public views, opinions, and attitudes regarding the proposed project.
 - Notification

Press releases will be distributed to local newspapers, concerning upcoming open houses or meetings.
 - Project Hearing

The final element of the public involvement plan, a formal design/environmental hearing, will be held not less than 30 days following circulation of the Draft EIS. The purpose of the hearing will be to formally present design alternatives and their associated environmental impacts to the public for comments.
- Areas of Responsibility and Studies to be Prepared
 - Education and Experience of Discipline Study Preparers
 - Manpower and Budget Requirements
 - Project Schedule
 - Form Interdisciplinary Team
 - Draft Study Plan Due
 - Public Involvement Plan Due
 - Flyer No. 1
 - Begin Scoping Process
 - Public Open House No. 1
 - Notice of Intent
 - Preliminary Traffic Complete
 - Select Study Alternatives
 - Agency Scoping Meeting
 - Expertise Orientation Meeting
 - Final Study Plan Approved
 - Traffic Data Complete
 - Environmental Studies Complete
 - Public Open House No. 2
 - Preliminary DEIS Complete
 - PDEIS Review Comments Due
 - Circulate DEIS
 - Public Design/EN Hearing

- End Review/Comment period
- Select Preferred Alternative
- Public Open House No. 3
- Newsletter
- Preliminary FEIS Complete
- PFEIS Review Comments due
- Circulate FEIS

Preliminary Engineering

- Prepare three 30% design alternatives from the recommended concepts.

Discipline Reports

- Geology, Soils, and Topography
- Waterways, Hydrological Systems, and Floodplains
- Water Quality
- Wetlands
- Vegetation
- Fish, Wildlife and Habitat
- Air Quality
- Noise
- Energy
- Prime and Unique Farmlands
- Hazardous Materials
- Asbestos
- Transportation
- Visual Quality
- Land Use and Socioeconomic Impacts
- Recreation
- Displacement and Relocation Assistance Services
- Cultural, Historic, and Archaeological Resources